United Nations DP/2012/1

Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

Distr.: General
1 November 2011

Original: English

First regular session 2012
1 to 3 February 2012, New York
Item 1 of the provisional agenda
Organizational matters

Report of the second regular session 2011 (6 to 9 September 2011, New York)

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I. Organizational matters

1. The second regular session 2011 of the Executive Board of UNDP, UNFPA and UNOPS was held at the United Nations Headquarters, New York, from 6 to 9 September 2011.

2. The Executive Board approved the agenda and workplan for its second regular session 2011 (DP/2011/L.3) and approved the report of the annual session 2011 (DP/2011/33).

3. The Executive Board agreed to the following schedule of future sessions of the Executive Board in 2012:

First regular session:	30 January to 2 February 2012 (see footnote below*)
Joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP:	3 and 6 February 2012 (see footnote below*)
Annual session:	18 to 29 June 2012 (Geneva)
Second regular session:	4 to 7 September 2012

4. The Executive Board adopted decision 2011/31 on welcoming the Republic of South Sudan. Decisions adopted by the Executive Board at the second regular session 2011 were included in document DP/2012/2 available at www.undp.org/execbrd.

UNDP segment

II. Statement by the Administrator and financial, budgetary and administrative matters

5. In her opening remarks to the Executive Board (available on the UNDP website at **http://www.undp.org/execbrd/**), the Administrator expressed her dismay at the attack on United Nations headquarters in Nigeria and commended staff members for their courage and perseverance in tragic circumstances. She thanked the Government of Nigeria and the international community for their support in the wake of the attack.

6. The Administrator began by touching on the urgent development challenges of the day: the worst food security crisis in 20 years unfolding in the Horn of Africa and the first famine of the 21st century afflicting Somalia. She welcomed the birth of the new nation of South Sudan, which had recently been admitted to the United Nations by the General Assembly as the 193rd Member State. She stated that the UNDP office in Juba was becoming a full-fledged country office and that UNDP, at the request of the Government, would develop and present the country's first

* Following the second regular session 2011 and in light of consultations with the Executive Board, the Bureau of the Board agreed to schedule the first regular session 2012 on 1 to 3 February and the joint meeting of the Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP on 30 to 31 January 2012.

country programme document to the Board at the first regular session 2012. In turn, speaking of UNDP assistance in the Arab States during the transition, she highlighted the integrated United Nations response for the post-conflict period in Libya and the need for additional donor support for the approved SURGE plan that would boost UNDP engagement and capacity in the country at that critical time.

7. The Administrator underlined UNDP engagement in a number of internal processes, such as the change agenda, and external processes, such as the Quadrennial Comprehensive Policy Review (QCPR) as elements that would shape its future over the following two years. She outlined in particular the sequence of events leading to the finalization of the next strategic plan 2014-2017. This included the development of a road map and the strengthening of UNDP results frameworks for greater transformational change. She stressed that the strategic plan process would be inclusive, transparent and participatory and would capitalize on imminent important international events and processes, such as the Intergovernmental Conference on Delivering as One in Uruguay, the Fourth High-Level Forum on Aid Effectiveness in Busan, the United Nations Framework Convention on Climate Change Conference in Durban and the Rio+20 United Nations Conference on Sustainable Development set for Brazil in 2012.

8. On the coordination front, the Administrator confirmed the firm commitment of UNDP to leading the United Nations development system toward greater coherence at the global, regional and country levels, to maximize its ability to deliver, measure and communicate results through three entry points in: countries developing new United Nations Development Assistance Frameworks (UNDAFs), the eight Delivering as One pilot countries and the 21 voluntary self-starters, and conflict-afflicted countries.

9. The internal agenda for organizational change, fully aligned with the new UNDP strategic plan 2014-2017, would likewise reinforce organizational effectiveness by revamping UNDP internal decision-making structures, making critical corporate investments and streamlining recruitment processes. The overarching aim was to ensure that UNDP was able to respond to country demands for new products and services and thereby contribute more effectively to development results.

10. The Administrator stated UNDP's unwavering commitment to transparency and accountability for all contributions received. The Board decision to authorize the disclosure of internal audit reports to donor intergovernmental organizations and the Global Fund was an important step forward. As a first step, UNDP would disclose internal audit reports to donor intergovernmental organizations and to the Global Fund via a secure remote access tool online. She underscored her objective as Administrator to see UNDP fully disclosing its internal audits on its website by the end of 2012 while respecting the need for confidentiality safeguards.

11. The Administrator stressed that to continue to fulfil its mandate UNDP required sufficient core resources, which had been steadily decreasing, and encouraged Member States to help UNDP reach its regular resource targets by committing as soon as possible to core resources for 2011 and onwards through multi-year pledges where possible. In 2010, for example, core contributions fell 5 per cent below the 2009 level. While this trend was partially a result of exchange rate movements, the overall reduction forced UNDP to reduce planned core expenditure to avoid drawing on the operational reserve. UNDP was working on an

integrated approach to resource mobilization and scouting out new partnerships for funding.

12. For its part, UNDP was fully committed to exercising fiscal discipline, as reflected in the institutional budget estimates for 2012-2013, which proposed an unprecedented $120.1 million in volume reductions. The proposed budget drew on Board guidance on the mid-term review of the strategic plan and respected the Board decision to approve harmonized approaches for cost classification and results-based budgeting as part of the UNDP, UNFPA and UNICEF move toward an integrated budget. She noted also that UNDP was on target to meet the 1 January 2012 deadline to adopt International Public Sector Accounting Standards (IPSAS). As part of IPSAS adoption, UNDP was presenting changes to its financial rules and regulations for Board approval at the current session.

13. Delegations expressed their condolences for United Nations colleagues and families affected by the attacks on United Nations headquarters in Nigeria and commended staff members for their courage under trying circumstances.

14. Delegations welcomed the new Republic of South Sudan as the newest United Nations Member State and authorized UNDP, UNFPA and UNOPS to proceed with programme development, agreeing to review and approve the draft country programme at the first regular session 2012.

15. Delegations thanked the Administrator for her comprehensive and informative statement and commended her commitment to leading UNDP through its change management. They also expressed appreciation for the Administrator's leadership as chair of the United Nations Development Group and stressed the need for greater harmonization and coherence across the United Nations system while reiterating the importance of national ownership and prioritizing the needs of least developed countries and vulnerable groups. While pleased with its leadership on South-South cooperation, they urged UNDP to step up its engagement with middle-income countries and stressed the importance of reflecting the varying needs of middle income countries when allocating resources and reviewing programming arrangements.

16. Delegations showed their strong support for the UNDP agenda for change, pointing to the importance of management reform, transparency and accountability. The Board decision to authorize the disclosure of internal audit reports to donor intergovernmental organizations and the Global Fund was an important step forward. However, while they accepted the proposal for remote access to internal audit reports on a no objection basis, Board members called for UNDP to move toward full public disclosure of internal audit reports as soon as possible and offered to facilitate this move through additional assistance. They further requested UNDP, UNFPA and UNOPS to present at the next Board meeting a plan with clear targets, taking into account appropriate due process, privacy and safeguards.

17. Concerned that a high number of posts in the Office for Audit and Investigation remained vacant, a number of delegations stressed the need to provide adequate resources and personnel to critical oversight functions in audit, evaluation and ethics and requested more information on how management intended to fill the vacant positions.

18. On the financial and budgetary front, while commending UNDP's efforts to make reductions and institute efficiency measures, donors continued to stress

budgetary discipline and questioned the costs related to implementing the agenda for change. They suggested it was more prudent that those costs be covered through current staffing and funds, especially in light of the current economic crisis.

19. Overall delegations continued to express their concern that the trend of diminishing core resources could become an obstacle to UNDP's ability to fulfil its mandate and recommended intensifying and broadening resource mobilization efforts. Stressing UNDP's central role in leading the United Nations system and managing the Resident Coordinator system, some regretted the reduced allocation of funds to United Nations coordination at the country level and suggested the budget allocation for coordination be maintained at the current level. Others stressed the importance of increasing core contributions in order to maintain ongoing assistance to least developed countries and the most vulnerable groups.

20. Delegations supported the recommendation of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) to keep investments in additional resources under review, as per General Assembly resolution 63/250, in order to determine if there was continued need and requested further clarification in the next institutional budget. Noting that the original cost recovery might no longer be adequate to fund management activities, delegations were pleased it would be revisited in an interagency context as part of discussions on the joint road map for an integrated budget and that Board members would be consulted at an early stage.

21. Delegations endorsed the proposed amendments to the UNDP financial rules and regulations — reflecting IPSAS adoption, new cost classifications under the integrated budget and a new organizational structure and working methods — but requested regular updates on progress of IPSAS implementation beginning with the first regular session 2012. In particular, they requested an overview of IPSAS standards not implemented or considered non-applicable and, if relevant, an implementation plan for the IPSAS standards still not implemented.

22. The Administrator thanked delegations for their comments and offers for additional assistance where applicable. On transparency, she reiterated the hope that Board members would reach a decision on a complete disclosure policy by the end of 2012. She appreciated the concern raised on recruitment of audit staff and clarified that posts had already been filled and recruitment for the rest was in the final stages. The Administrator reconfirmed that UNDP did require dedicated resources of $7 million to implement the organizational change. Recognizing continued concern over core resource levels, she stated that while the non-core/core balance could be better, of more concern was the absolute amount of core, which helped UNDP focus and prioritize. Non-core, she pointed out, often grew in response to countries in special development situations. She noted that UNDP staff were well equipped to adopt IPSAS since they were already undergoing training. In response to a query on revisions to financial regulations, she noted that UNDP did have risk management measures to withhold entitlements for petty cash, adding that UNDP was ready to engage in discussions on the issue if requested. She also stressed that the MDG Fund was an enormous contributor to United Nations country team (UNCT) coordination in a large number of countries, beyond the Delivering as One pilot countries.

23. The Associate Administrator, UNDP, in response to concern about depleting resources for United Nations coordination, explained that the depletion was a result of cost classification and not decreasing resources per se. On cost recovery, in

advance of upcoming discussions, she emphasized that much had already been achieved within the scope of the current framework. On overspending concerns, she noted that the overspending did not occur on regular resources, which actually fell in 2010, and that measures were taken to maintain liquidity. The overspending apparent in the overall figures resulted from UNDP using regular resources for multi-year funding that it already had at its disposal as programme spending continued.

24. The Executive Board adopted decision 2011/32 on UNDP institutional budget estimates for 2012-2013; decision 2011/33 on revision of the UNDP financial rules and regulations; and decision 2011/34 on the annual review of the financial situation, 2010.

III. UNDP country programmes and related matters

25. The Associate Administrator invited delegations to comment on fifteen draft country programme documents (CPDs) and three draft common country programme documents (CCPDs). The directors of the regional bureaux in turn introduced their respective proposed draft country programmes and draft common country programmes.

26. Delegations expressed their satisfaction with the participatory processes evident in the development of the draft documents and their overall alignment with national priorities and national ownership principles. Delegations reiterated the need to ensure the right technical expertise at the country level, as well as for consistent and rigorous results-based reporting and monitoring and evaluation. One delegation, noting the lessons learned and key recommendations for planning and implementing country programmes, suggested that countries need to focus on fewer but more substantive, synergistic programmes that have greater potential for poverty reduction based on realistic budget assumptions.

27. Multiple delegations, strong supporters of Delivering as One, commended countries that chose to embrace the common country programme document option, which they viewed as a tool for greater coherence, tighter alignment with national priorities and strengthening the UNCT ability to respond effectively at the country level. They stressed that, when based on a one plan under one budget, CCPDs could help reinforce the transparency and accountability of the United Nations to all stakeholders.

28. Delegations noted the overall quality of the common country programme documents but requested more analysis in the future on United Nations comparative advantages. Delegations were pleased with the use of a common format among the CCPDs submitted, including for the results frameworks, and welcomed the clear link to the one plans. However, they pointed to a recurring weakness in results frameworks and results-based management overall and strongly encouraged that risk analyses and management be conducted. They also saw the need for better results reporting and encouraged joint monitoring, evaluation and reporting of CCPDs.

29. Delegations reiterated their request for Board members to be involved in the lessons learned process underway in relation to the development of the various common country programme documents that had come to the Board for discussion and/or approval and welcomed UNDP's suggestion to hold an informal consultation

on the process in the following months. One delegation suggested that submitting draft CCPDs at joint sessions of the Boards could ensure a more efficient review and approval process. Another delegation noted that while a central mechanism for approval of Delivering as One, as suggested by the High-level Panel on Coherence, remained an issue, the CCPD was a positive step forward. Another delegation questioned if countries were opting out of the CCPD option owing to onerous procedures and, if so, suggested that the Board could explore ways to facilitate the CCPD process in the future.

30. The Executive Board took note of the comments made on the following fifteen draft country programme documents: (Africa region) Central African Republic, Gambia, Malawi and Mozambique; (Arab region) Algeria and Yemen; (Latin America and the Caribbean region) Brazil, Dominican Republic, Guyana, Panama, Peru and Suriname; (Asia and the Pacific region) Islamic Republic of Iran, Lao People's Democratic Republic and Thailand.

31. The Board took note of the comments made on the three draft common country programme documents for Cape Verde, Papua New Guinea and Viet Nam.

32. The Executive Board took note of the two-year extension of the Fourth Cooperation Framework for South-South Cooperation pursuant to decision 2009/9 and the extensions for the country programmes for Eritrea and the Syrian Arab Republic for a period of one year each, from 1 January 2012 to 31 December 2012.

33. As per decisions 2001/11 and 2006/36, the revised documents would be posted on the Executive Board website six weeks after the discussion at the second regular session and approved at the first regular session in 2012, on a 'no-objection' basis without presentation and discussion, unless at least five or more members had informed the Secretariat in writing.

34. The Executive Board adopted decision 2011/40 on the UNDP and UNFPA draft country programme documents for the Republic of South Sudan, approving the request to present its first draft country programme to the Board for discussion and approval, on an exceptional basis, at its first regular session 2012.

35. The Executive Board approved the following 22 country programmes on a no-objection basis, without presentation or discussion, in accordance with decision 2001/11: (Africa region) Chad, Ethiopia, Gabon, Ghana, Mauritania, Sao Tome and Principe, Senegal, Seychelles and Zimbabwe; (Arab region) Bahrain, Morocco and Saudi Arabia; (Asia and the Pacific region) Bangladesh, Mongolia and the Philippines; (Eastern Europe and Commonwealth of Independent States) Kyrgyzstan, Montenegro and Ukraine; and (Latin America and the Caribbean region) El Salvador, Honduras, Jamaica, and Trinidad and Tobago.

36. The Board approved the one-year extensions of the country programmes for Egypt, Guinea, Haiti, Mauritius, Moldova, Tunisia and the United Arab Emirates.

Assistance to Myanmar

37. The Assistant Administrator and Regional Director for Asia and the Pacific introduced the note on assistance to Myanmar (DP/2011/38). Delegations thanked the Assistant Administrator for his presentation and highlighted the importance of UNDP's presence in the country.

38. Delegations, referring to the 2010 and 2011 independent assessment missions, expressed their concern about the impact and sustainability of the Human Development Initiative (HDI) in Myanmar. Recalling Board decision 2010/30 requesting that UNDP initiate the design of programming activities in Myanmar beginning in 2012, they regretted that further progress had not been possible over the preceding year. The Assistant Administrator responded by referring to ongoing discussions with all partners on the new programme, but emphasizing that more time was needed to obtain consensus that the programme activities for 2013 onwards are in line with Executive Board guidance. Underscoring that the full potential of the Human Development Initiative was not being realized, delegations encouraged UNDP to undertake new activities to enhance the sustainability and effectiveness of the programme while remaining within the scope of the Board mandate.

39. Delegations endorsed the proposed one-year extension of the HDI phase 4 to 2012 and authorized the Administrator to allocate additional resources for the revised period (2008-2012) as requested, noting however that it would be the final bridging extension. They requested that a proposal for new programme activities be presented at the second regular session 2012 and that UNDP consult closely with Board members throughout the drafting process.

40. The Executive Board adopted decision 2011/35 on assistance to Myanmar.

IV. Annual report of the Administrator

41. The Associate Administrator, UNDP, introduced the conference room paper, which also included the road map leading to the UNDP strategic plan 2014-2017 (DP/2011/CRP.5).

42. Multiple delegations appreciated the key milestones and timeframes detailed in the road map in moving toward the new strategic plan for 2014-2017. They appreciated the informal consultations and resulting adjustment to the road map and looked forward to future updates on progress. They highlighted the need to strengthen frameworks that provide strategic focus, programme direction, results-based management and results reporting. They focused on the need to expand the selective coverage of the annual report of the Administrator on the strategic plan to include more outcomes and to strengthen results reporting and indicators to more accurately capture UNDP's contribution to development. In following the road map, delegations encouraged UNDP to foster links between internal and external processes and to keep engaging with the Board and conduct key discussions at the appropriate time so that they link with other major international events taking place in 2012.

43. In response, the Associate Administrator, thanking delegations for their comments, noted that while there was much work ahead and a consensus had been reached on next steps. She welcomed Board engagement in the process, such as during the upcoming workshop on measurements and results chains.

44. The Executive Board adopted decision 2011/36 on the road map for the implementation of decision 2011/14.

UNOPS segment

V. United Nations Office for Project Services

45. The Executive Director, UNOPS, presented for Board approval the UNOPS budget estimates for the biennium 2012-2013 (DP/OPS/2011/5), the annual statistical report on procurement activities of United Nations system organizations for 2010 (DP/OPS/2011/4) and reports of the ACABQ on the UNOPS budget estimates for the biennium 2012-2013 (DP/OPS/2011/6).

46. In his statement, the Executive Director underscored that the budget reflected a strong, focused organization striving to provide it partners with management services that meet world class standards of quality, speed, and cost effectiveness — all aspects that are central to the 2010-2013 strategic plan. The budget described the financial resources UNOPS expected would be available for the following two years and how they would be managed to achieve the goals laid out in the strategic plan. It also set targets to ensure UNOPS retained financial stability.

47. The Executive Director highlighted that financing predictions would be a challenge for the biennium given the funding constraints of UNOPS partners and the 2012 introduction of IPSAS accounting standards. As a result, UNOPS was targeting zero real growth in management resources and zero net revenue for the biennium, as well as a fully replenished operational reserve, which alone represented a significant measure of UNOPS financial sustainability and the viability of its business model. UNOPS would continue to push for increased efficiency, passing savings to partners by further reducing its fees, and enhance transparency and accountability by adopting internationally recognized best practices. He also noted that in 2011 UNOPS would not reach the 2010 record delivery levels and new business as a result of the impact of the financial crisis on partners' budgets.

48. He was pleased to announce that UNOPS was awarded the prestigious ISO 9001 Quality Management Certification, the first United Nations body to do so, and reported that UNOPS was also seeking to sign up to the International Aid Transparency Initiative.

49. He indicated that, at the request of several Board members, the proposed budget included upgrading of the Executive Director post to Under-Secretary-General, reflecting as well the added responsibilities approved by the Board in 2008. The Executive Director outlined the reasons for the upgrade as being: since 1 January 2009 the governance structure has been comprehensively revised with direct reporting by the Executive Director to the Executive Board and to the Secretary-General. In addition, since January 2009, the Secretary-General delegated authority on human resource matters to the Executive Director of UNOPS. Furthermore, beginning in January 2009, UNOPS was authorized to sign direct agreement with host government and appoint its own country representatives. Finally, the name of the Executive Board changed to UNDP/UNFPA/UNOPS in the Executive Board at the first regular session in January 2010, was endorsed by the Economic and Social Council in July 2010 and approved by the General Assembly in its fall session 2010.

50. On the annual statistical report of the United Nations system procurement, the Executive Director underlined that the procurement of goods and services by the United Nations had reached $14.5 billion in 2010, up 5.4 per cent from the previous

year as the United Nations responded to natural disasters, medical emergencies and the global food crisis. The report provided much information on the types of goods and services procured, where they were procured and by whom. The share of procurement from developing countries rose by 2.9 per cent to 57.7 per cent.

51. Delegations thanked the Executive Director for his presentation and congratulated UNOPS on being awarded the International Organization for Standardization (ISO) 9001 Quality Management Certification. Two delegations appreciated the prudence exercised by UNOPS in calculating revenue projections in the context of funding constraints as well as the fee reduction. It was stressed that, given UNOPS' self-financing nature, it was essential that it maintain a sustainable business model. They encouraged UNOPS to continue to reduce costs and increase efficiency to ensure its financial viability. In this regard, one delegation favoured equipping UNOPS with adequate resources to ensure it could continue to address the needs of the most vulnerable countries while highlighting the need to incorporate the Istanbul Programme of Action in the planning of all United Nations funds and programmes. Delegations commended UNOPS for fully replenishing the operational reserve before the agreed deadline and were pleased with its aim to target zero real growth in management resources and zero net revenue for the biennium.

52. Delegations were pleased with the results-based budget and the use of a harmonized framework with other funds and programmes and encouraged UNOPS to continue in the harmonization process. Appreciating the budget breakdown, one delegation requested more information of staff and staff costs and concurred with ACABQ that more information on proposed changes to the organogram was needed. It also noted that 30 per cent of all UNOPS supported projects in 2010 were designed to improve gender equality and the empowerment of women.

53. Delegations expressed their strong support for the upgrading of the Executive Director post to the Under-Secretary-General, particularly in light of UNOPS' extensive global operations and excellent performance in the previous two years.

54. The Executive Director thanked delegations for their constructive comments and their strong show of support and reiterated the importance of the Board's support to UNOPS over the previous two years.

55. The Executive Board adopted decision 2011/37 on the annual statistical report on the procurement activities of United Nations system organizations 2010; and decision 2011/38 on the UNOPS budget estimates for the biennium 2012-2013.

Joint segment

VI. Financial, budgetary and administrative matters

56. On behalf of the organizations, the Assistant Deputy Administrator, Bureau of Management, UNDP, introduced the joint report of UNDP, UNFPA and UNICEF on the preliminary briefing note on progress regarding an integrated budget, further to decisions 2009/22 and 2009/26.

57. In a joint statement, delegations expressed appreciation for the consultative process followed in designing the integrated budget and encouraged management to

use evaluations and programme results as an important basis for allocating resources. They expressed concern that the present cost-recovery approach, developed when the core/non-core balance was different, was outdated. They also regretted the delay in the review of harmonized cost-recovery rates and encouraged UNDP, UNFPA and UNICEF to share outcomes of the review as soon as possible within the context of the road map to an integrated budget, including whether fixed indirect costs should continue to be fully covered by regular resources income derived from cash and investment portfolios and related expenditures.

58. Delegations also cautioned that overdependence on non-core contributions could lead to fragmentation of resource flows and have a negative impact on programme coherence, efficiency, transaction costs and predictability. This in turn can negatively impact organizational effectiveness and the ability to implement Executive Board approved strategic plans.

59. The Assistant Administrator, Bureau of Management, UNDP, thanked delegations for their pertinent comments and continuous and invaluable support on the integrated budget. While a review of cost recovery and the core/non-core imbalance was critical, he emphasized that that was a very complex undertaking which needed to be conducted in a holistic and comprehensive manner in line with the preparations for the new strategic plan and the change initiatives currently under way in UNDP. He recommended that an important step between September and January would be the preparation of a road map leading to the final review of the harmonized cost-recovery rates in consultation with Member States.

60. The Director, Division for Management Services, UNFPA, while endorsing the UNDP comments, added comments on behalf of UNFPA. Noting that the concerns expressed by Member States were understandable, he underscored that the organizations had come a long way on the road map, thanks to the support, guidance and advice of the Executive Board. The organizations had been able to agree on new cost definitions, new cost classifications and the new model of results-based budgeting, which had been presented by UNDP and UNICEF and which UNFPA would use to present its budget to the Board at the first regular session 2012. He concurred that the cost-recovery issue was an important one and noted that the organizations wished to ensure that the methodology currently in use was comprehensively reviewed taking into account the new cost definitions, classifications and business model so that the harmonized rate that was arrived at could be sustained in the longer term. Regarding UNFPA, he emphasized that even currently the income from cost recovery and the income from investments were reflected in the UNFPA budget and financial statements — the entire income was credited to UNFPA core resources and a complete accounting of that income was reflected. He noted that the teams of the three organizations were working together and could commit to deliver to the Board based on the agreed timetable. Concerning pooled funding, he requested the support of the Board in ensuring that the agreed cost-recovery rates would be honoured by all partners, otherwise the pooled funding mechanism would be difficult to practice.

61. The Executive Board took note of the joint UNDP, UNFPA and UNICEF preliminary briefing note on progress regarding an integrated budget.

VII. Follow-up to UNAIDS Programme Coordinating Board meeting

62. The UNFPA Deputy Executive Director (Programme), and the UNDP Director, HIV/AIDS Group, provided a joint overview of UNDP and UNFPA results in implementing the recommendations of the Programme Coordinating Board (PCB) of UNAIDS (DP/2011/40-DP/FPA/2011/12).

63. Numerous delegations, in a joint statement, welcomed the overview of results and suggested that in future reports there should be more information on the budget allocations and deliverables for which UNDP and UNFPA would be responsible through the unified budget, results and accountability framework (UBRAF). They stated that it was critical for UNDP and UNFPA to ensure that their own strategies, performance measurement frameworks — including their respective strategic plans, 2014-2017 — and policies relevant to HIV and AIDS were aligned with the UNAIDS strategy. They recommended that in the interim UNFPA should use the midterm review of the strategic plan as an opportunity to ensure that the resources framework and new guidelines for HIV/AIDS were fully aligned with the UNAIDS strategy. They recommended, in addition, that UNDP update its current corporate strategy on HIV and AIDS to align its 2014-2017 strategic plan with its commitments towards the UNAIDS strategy. In the interest of transparency and accountability for results, the delegations called on UNFPA and UNDP to develop a comprehensive and robust results framework as the basis for reporting progress and achievements in the area of HIV/AIDS. The delegations asked UNDP to include information in future annual reports on coordination at the country level and the role of Resident Coordinators as facilitators for HIV/AIDS efforts in the United Nations system. The delegations noted their appreciation of the PCB as the coordinating body of the UNAIDS family and an important forum for providing policy direction.

64. One delegation underscored its appreciation for UNDP and UNFPA efforts to link the AIDS response with broader health and development efforts with emphases on young people, including innovative ways in which UNDP promoted access to services for HIV-positive persons. The delegation stated that its country's efforts to achieve MDG 6 had been enhanced due to United Nations inter-agency collaboration and had led to a decline in the mortality rate and improved access to psychosocial services. The delegation pointed out that in its country the joint activity of United Nations agencies in the area of AIDS was among the priorities of the UNDP and UNFPA country programmes. Given that Eastern Europe and Central Asia was the only region witnessing a rise in the AIDS epidemic, the delegation called on UNDP, UNFPA and UNAIDS to continue to pay special attention to the region, including with regard to providing technical assistance.

65. The HIV/AIDS Group Leader, UNDP, thanking delegations for their comments, responded that the remarks made in the collective statement were fully consistent with UNDP plans and direction on HIV/AIDS. He welcomed the opportunity to work informally to better understand the level and type of detail the Executive Board was requesting, particularly as compared to that requested by the UNAIDS Executive Board.

66. The UNFPA Deputy Executive Director (Programme) thanked the delegations for their comments and aligned with the UNDP response. She noted that the ongoing work on the UBRAF was used as an input in the midterm review of the UNFPA

strategic plan, 2008-2013, including in revising the development results framework, and efforts had been made to align with the UNAIDS strategy. Furthermore, the Fund's own strategic guidance on HIV and AIDS was being aligned with the UNAIDS strategy. She observed that work continued within the UNAIDS Cosponsor Evaluation Working Group with the UNAIDS secretariat on aligning results frameworks. She underscored that in view of the region's trend, UNFPA was paying special attention to the Eastern Europe and Central Asia region, particularly regarding prevention and establishing indicators.

67. The Executive Board adopted decision 2011/41 on the implementation of the decisions and recommendations of the Programme Coordinating Board of UNAIDS.

VIII. Internal audit and oversight

68. The Administrator, UNDP introduced the joint UNDP, UNFPA and UNOPS proposal for remote viewing of internal audit reports on behalf of the organizations. The Director, Office of Audit and Investigations, UNDP, made a statement on behalf of UNDP, UNFPA and UNOPS.

69. Several delegations, in a joint statement, were pleased with the proposal for remote viewing of audit reports, which they viewed as an important step towards further promoting a culture of accountability and transparency. The remote viewing would greatly facilitate access to audit reports. They requested information on when UNDP, UNFPA and UNOPS would begin remote viewing and looked forward to full and expeditious implementation. However, they saw this as only a first step and called on UNDP, UNFPA and UNOPS to present a plan with clear targets at the first regular session of the Board in January 2012 for full public disclosure of internal audits with appropriate due process and safeguards for privacy.

70. One delegation, while welcoming the envisaged secure remote access to audit information, emphasized that the move toward greater transparency should not hamper the work of the agencies and their internal audit services. It was equally important to ensure that the disclosed content of internal audit reports could not be used for unnecessary politicization of questions related to the country activities of the programmes and funds.

71. In response, the Administrator, UNDP, thanking delegations for their comments, indicated that UNDP was committed to having the remote viewing of internal audit reports up and running by November 2011. With regard to full public disclosure, UNDP would develop a road map on steps for full disclosure of internal audits in close consultation with the other funds and programmes and with delegations and with due regard to issues of confidentiality. Such action, she emphasized, would enhance UNDP, and the United Nations system at large, as a leader in aid and development transparency.

72. The Deputy Director, Division for Oversight Services, UNFPA, stated that UNFPA would be able to make remote viewing available by the end of October 2011. UNFPA was committed to full disclosure but guided by the Executive Board's decisions on the subject. UNFPA would participate actively with UNDP and UNOPS colleagues in a consultative process on full disclosure.

73. The Deputy Executive Director, UNOPS, stated that for quite some time UNOPS had been a strong supporter of full and unconditional transparency of

internal audits and was ready to share all internal audit reports immediately on its website once the Board gave the green light. As a first step in that direction, UNOPS was also prepared, subject to no objection by the Board, to immediately release all internal audit reports that deal with various functional and thematic areas which should be far less sensitive as compared to internal audits of specific country offices.

74. The Executive Board took note of the joint UNDP, UNFPA and UNOPS proposal for the remote viewing of internal audit reports.

UNFPA segment

IX. Statement by the Executive Director and report of the Executive Director on the midterm review of the UNFPA strategic plan, 2008-2013

75. The Executive Director began his statement by extending condolences to those who were injured and to the families of those who had lost their lives in the attack on the United Nations in Abuja, Nigeria. He also conveyed condolences on the bombing incident in New Delhi, India.

76. In his statement the Executive Director focused on the midterm review (MTR) of the UNFPA strategic plan, 2008-2013. He outlined his plans on how to move the recommendations of the MTR forward, including 2012-2013 resources, a road map for implementing the strategic plan, and a Fund-wide communication strategy. He shared highlights from his recent missions to Afghanistan, Bangladesh, Kenya and Panama; and noted the initiatives being undertaken as part of the countdown towards the world population of seven billion. In elaborating on the MTR, he focused on the external environment and context; the strategic vision; the conceptual framework for results, including the development results framework (DRF) and the management results framework (MRF) and cross-cutting issues. The Executive Director announced that this was the last Executive Board session for the two UNFPA Deputy Executive Directors and the Director, Division for Human Resources (DHR), as they would be leaving UNFPA. He thanked them for the tremendous work that they had done. The Executive Director's full statement is available on the UNFPA website at http://www.unfpa.org/public/home/exbrd/pid/8035.

77. Numerous delegations appreciated the insightful and comprehensive statement of the Executive Director and commended his leadership. Several delegations expressed their condolences regarding the loss of life and injuries in the attack in Nigeria. Delegations praised the openness, transparency and inclusiveness of the MTR process and noted that the MTR provided a comprehensive and frank analysis of UNFPA achievements and the key challenges facing the organization. They commended the analytical rigour of the document and welcomed the enhanced focus on maternal health and sexual and reproductive health (SRH) and reproductive rights — clear areas of comparative advantage for UNFPA. They were pleased that UNFPA had used the MTR as an opportunity to sharpen the strategic focus of the Fund and improve the results frameworks. Regarding the area of reproductive health commodities security, the positive results obtained were commended. It was noted

that the Programme of Action of the International Conference on Population and Development (ICPD) was the core of UNFPA work and UNFPA should continue to strengthen its impact in the aforementioned areas as the 2015 Millennium Development Goals (MDGs) target approached, particularly with regard to MDG 5 A and B. Several delegations welcomed the new emphasis on youth and asked for further clarification regarding the Fund's role in addressing the needs of youth and how that fit within the UNFPA mandate.

78. Delegations commended UNFPA on the steps taken to strengthen the results frameworks of the strategic plan, for example, by including measurable outputs and by focusing the frameworks towards key areas of comparative advantage. They underscored the importance of systematic reporting on progress against those results. At the same time, it was recognized that there was still work to be done in the area of results-based management. Regarding the MRF, the inclusion of outputs on improving programme effectiveness and financial management was appreciated. Delegations welcomed the proposed reduction in management costs in the 2012-2013 biennium. UNFPA was commended for making strengthening financial management a priority area for the remainder of the current strategic plan period, including the focus on addressing audit recommendations. Some delegations noted that they would closely monitor the improvements made in the management of nationally executed programmes. Several delegations stated that they would appreciate receiving information about the internal business plan to strengthen delivery of the revised strategic plan and simplification of business processes. They looked forward to receiving regular updates on the implementation of the business plan and the road map, which would guide the development of the new strategic plan. They hoped that the process would be as consultative and transparent as the MTR process.

79. Numerous delegations supported the new approach of integrating the present three focus areas of the organization into one overarching frame. However, they noted that the phrasing was not as clear and strong as they would have liked to see it and they encouraged UNFPA to make improvements when developing the next strategic plan, 2014-2017, including making the goal more measurable by, inter alia, avoiding duplication in wording. One delegation stated that it was important to ensure that the content of the strategic plan was in line with the outcomes of the last session of the Commission on Population and Development and the recent High-level meeting on AIDS. Delegations welcomed the inclusion of humanitarian assistance as a cross-cutting issue and asked that the role of UNFPA in humanitarian settings be spelled out in greater detail. UNFPA was urged to intensify progress on mainstreaming emergency preparedness and response into all relevant work of the organization and it was underscored that humanitarian assistance should continue to be an integral part of the Fund's mandate. It was suggested that an informal meeting could be organized to update the Executive Board on UNFPA efforts to build operational capacity to ensure that reproductive health in crisis settings received the necessary attention, resources and coordination.

80. Numerous delegations appreciated the sharpening of the Fund's strategic focus in the area of gender equality and that it had been done in consultation with UN-Women. They underscored that a division of labour and collaboration with UN-Women and other organizations would promote synergies and help avoid duplication or areas being left out by all organizations. The gender marker would be an important tool for tracking progress. They strongly supported the principle of

avoiding doing everything everywhere, as well as the intention of reducing the number of implementing partners and workplans. They stated that a rights-based approach and gender equality must constitute the backbone of the work of UNFPA. They encouraged UNFPA to include systematic reporting on all cross-cutting issues in the annual reports; further improve the results frameworks to ensure that all outcomes were measuring effects; adopt a more systematic approach to risk assessment and mitigation and elaborate on the issue in future annual reports; and reflect the priorities of the revised strategic plan in the 2012-2013 institutional budget, including ensuring adequate human resources. Regarding the global economic crisis, UNFPA was asked about the impact of the crisis on the resources required for the strategic plan.

81. A number of middle-income countries (MICs) underscored their special needs and stressed that UNFPA must continue its assistance and presence in the MICs. The importance of South-South cooperation and strengthening national capacity was emphasized by a number of delegations including those from the Africa region, who stated that South-South cooperation was an important tool to implement the ICPD goals and the MDGs. One delegation stated that UNFPA should summarize its past successes in the area of population and development as it had a rich experience and comparative advantage. Several delegations stated that UNFPA should pay close attention to the needs and priorities of programme countries and avoid a one-size-fits-all approach. Referring to the Eastern Europe and Central Asia region, one delegation stated that the funds and programmes should locate their regional offices in one country as was the case in the Latin America and the Caribbean region.

82. The delegation of Nigeria thanked all delegations and UNFPA for the condolences that had been expressed.

83. Several delegations thanked the outgoing Deputy Executive Directors and the Director, DHR, for their excellent service to UNFPA.

84. The Executive Director thanked the delegations for their comments and support and their sustained engagement throughout the MTR process. He was glad that they appreciated the Fund's emphasis on country ownership and flexibility, which were particularly important to him, given his many years of work on the ground. He was pleased that a number of delegations had noted the centrality of the diversification of resource mobilization to which he was committed. Concerning the query about the level of ambition in the resource mobilization targets, he noted that the figure in the MTR was below the historical growth trend over the past decade, including during the economic and financial downturn. Referring to the queries pertaining to the Fund's work with youth, he assured the Executive Board that it would be within the UNFPA mandate and would include access to SRH information and services. He concurred with the comments regarding ensuring alignment between the budget and the priorities of the strategic plan. He stated that as noted by some delegations the principle of not doing everything everywhere would have implications for the resource allocation system. The Executive Director agreed that it was important to avoid duplication with UN-Women and UNFPA was off to a good start in that regard though some work remained. Referring to his recent trip to the Horn of Africa, he affirmed the importance of UNFPA work on humanitarian issues and stated that mainstreaming it would make the Fund more effective. He underscored that the human rights approach was fundamental to the work of UNFPA. He added that UNFPA was a leader in the area of United Nations reform

and would continue working with its partners on Delivering as One. He noted that further information on the business plan would be provided in due course. He concluded by thanking the President and the Board members and observed that UNFPA looked forward to deepening its relationship with the Board.

85. The Executive Board adopted decision 2011/39: Midterm review of the UNFPA strategic plan, 2008-2013.

X. UNFPA country programmes and related matters

86. The UNFPA Deputy Executive Director (Programme) provided an overview of the 14 draft country programme documents (CPDs) and the three draft common country programme documents (CCPDs) submitted to the Executive Board for review. The UNFPA Regional Directors for Africa; Arab States; Asia and the Pacific; and Latin America and the Caribbean elaborated on the draft programmes from their respective regions.

87. Numerous delegations appreciated that the draft CPDs had been formulated in close consultation and collaboration with the national authorities and reflected well the country priorities/needs. Cooperation with UNFPA had yielded valuable results over the years. Regarding a few draft CPDs, some donors asked UNFPA to ensure greater harmonization with partners at the country level and not work in isolation. The following delegations took the floor to thank UNFPA for its support: Bangladesh, Brazil, Central African Republic, Chad, Dominican Republic, Gambia, Lao People's Democratic Republic, Malawi, Mozambique, Myanmar, Nigeria, Panama, Peru, Thailand, Viet Nam and Yemen.

88. Some delegations emphasized the need to conduct risk analysis and risk management, including with reference to the draft CCPDs for Papua New Guinea and Viet Nam and the draft CPD for Yemen. While commending the common format of the draft CCPDs, one delegation noted that a central mechanism to approve the CCPDs, as recommended by the High-level Panel on United Nations system-wide coherence, was still lacking. Noting that the CCPDs were a step in the right direction in terms of system-wide coherence and coordination, the delegation encouraged improved risk analysis. Observing that the draft CCPDs had some of the same weaknesses as seen earlier in the Tanzanian CCPD, the delegation urged improvement in the quality of the CCPDs. Several delegations were surprised that UNDP and UNFPA had submitted separate draft CPDs for Mozambique, given the country's Delivering as One approach. They asked if there were ways in which the Executive Board could help overcome barriers to Delivering as One.

89. Numerous delegations acknowledged the engagement and commitment of the Government and the United Nations country team in Viet Nam and commended the quality of the document, including the alignment with the national planning processes and priorities. However, they asked for more analysis on the comparative advantage of the United Nations in relation to other multilateral actors; additional detail on civil society's role; and the fleshing out of the programme management section in the CCPD. The Viet Nam delegation underscored its willingness to share its experiences regarding the CCPD process. Specific comments made by delegations on a number of the draft CPDs and CCPDs will be conveyed by the UNFPA regional offices to the concerned country offices to take into account in finalizing the programmes.

90. The Directors of the UNFPA regional offices thanked the delegations for their support and guidance and assured the Executive Board that the comments on the draft CPDs and CCPDs would be conveyed to the concerned countries.

91. In accordance with decision 2006/36, the Executive Board approved the following 18 programme documents (reviewed earlier at the annual session 2011) on a no-objection basis, without discussion or presentation: Albania, Bangladesh, El Salvador, English-speaking and Dutch-speaking Caribbean countries, Ethiopia, Gabon, Ghana, Honduras, Kyrgyzstan, Lao People's Democratic Republic, Mauritania, Mongolia, Morocco, Philippines, Sao Tome and Principe, Senegal, Ukraine and Zimbabwe.

92. The Executive Board took note of the following 17 draft CPDs and CCPDs and the comments thereon: Algeria, Brazil, Cape Verde, Central African Republic, Chad, Dominican Republic, Gambia, Iran (Islamic Republic of), Malawi, Mozambique, Myanmar, Panama, Papua New Guinea, Peru, Thailand, Viet Nam and Yemen. The Executive Board also took note of three programme extensions for Egypt, Eritrea and the Syrian Arab Republic.

93. The Executive Board adopted decision 2011/40 on UNDP and UNFPA draft CPDs for the Republic of South Sudan. The Board decided that an informal consultation on lessons learned from the CCPD process would be held in October 2011, and an informal or formal item in 2012.

XI. Other matters

Informal briefings, thematic discussions and side events

94. The following informal briefings, thematic discussions and side events took place:

(a) *Informal consultation on UNDP programming arrangements*. The Deputy Assistant Administrator, Bureau of Management, provided an update on the status of programming arrangements. Delegations comments were more forward-looking than anticipated, with a call to discuss programming arrangements in the broader context of what kind of UNDP do Member States wish to see in the future and how do they want UNDP to operate. Several hoped to see greater UNDP engagement in ongoing international processes, including the Rio+20 United Nations Conference on Sustainable Development and the Fourth High-Level Forum on Aid Effectiveness, and offered their support to that end.

(b) *Joint thematic debate on youth*. The Executive Board President chaired the joint thematic debate on youth. The panellists were the UNFPA Deputy Executive Director (Programme); the UNDP Director, Bureau of Development Policy; the UNICEF Deputy Executive Director; a Youth Fellow at UNFPA; the World Health Organization Director, Department of Reproductive Health and Research; and the UNFPA Director, Technical Division. The panellists focused on such issues as making the case for investing in young people; fulfilling the rights and needs of the hardest-to-reach adolescent girls; a comprehensive response to young people's development; meaningful youth participation in policymaking and governance; and the World Health Assembly 2011 resolution on young people and the follow-up strategy for implementation.

(c) *UNFPA special event on Rio+20: population dynamics and sustainable development.* The UNFPA Executive Director chaired the special event on Rio+20: Population dynamics and sustainable development. The panellists were: the Founding Director, Wittgenstein Centre for Demography and Global Human Capital; the Director, Women and Foreign Policy Program, Council on Foreign Relations; and the Minister Plenipotentiary, Permanent Mission of Brazil to the United Nations. There was also a video message from the Executive Director, United Nations Environment Programme. Following introductory remarks by the UNFPA Executive Director, the panellists focused on the following key issues: linkages between population dynamics and sustainable development; policies to address population dynamics within a human rights framework; and preparations for Rio 2012.

(d) UNFPA held a Joint Ministerial/Executive Board working luncheon on reproductive health commodity security.

(e) *Briefing on UNDP preparation for Rio+20.* The Administrator, UNDP, provided an overview of UNDP preparations for the Rio+20 United Nations Conference on Sustainable Development set for June 2012, focusing on the role of the United Nations system in the global development agenda and the synergies between national and global coordination and implementation. Delegations commended UNDP for its role in leading United Nations system coordination on sustainable development. Focusing on national level implementation of the Rio+20 agenda, some delegations cautioned against possible fragmentation among actors and saw the need for tighter links between coordination at the national and global levels, requesting further information on how this is being addressed within the wider principle of national ownership. There was also a request for clarification on the potential roles of United Nations system organizations, in particular the United Nations Environment Programme, based on their comparative advantages and on collaboration with the international financial institutions, especially for country-level implementation.

(f) *Transition from emergency to recovery and development (special focus on South Sudan).* The Assistant Administrator, Bureau for Crisis Prevention and Recovery, UNDP, Representative of the Government of South Sudan, United Nations Resident Coordinator/UNDP Resident Representative, Sudan, led discussions on transition from emergency to recovery and development, focusing in particular on the newly founded nation of South Sudan, and the role of the United Nations, in particular UNDP, UNFPA, UNICEF and UNOPS. Delegations, welcoming South Sudan into the community of nations, recognized the immense challenges of building a new state, especially after decades of conflict, limited capacity and infrastructure and extremely low development indicators. They urged the international community, the United Nations system, United Nations Mission in South Sudan and the international financial institutions to collaborate closely to meet the legitimate expectations of the fledgling state, focusing on security, development, governance and economic growth.

United Nations DP/2012/2

Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

Distr.: General
4 November 2011

Original: English

First regular session 2012
1-3 February 2012, New York
Item 1 of the provisional agenda
Organizational matters

Decisions adopted by the Executive Board in 2011

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2011/1

Revised rules of procedure of the Executive Board of UNDP, UNFPA and UNOPS

The Executive Board

Recalling General Assembly resolution 65/176 of 20 December 2010, wherein the Assembly decided that "the name of the Executive Board of the United Nations Development Programme and the United Nations Population Fund is to be changed to the Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services",

Further recalling that in the same decision the Assembly also decided "the functions of the Executive Board as set forth in General Assembly resolution 48/162 of 20 December 1993 apply mutatis mutandis to the United Nations Office for Project Services",

Recognizing that this resolution necessitates a revision of the Rules of Procedure of the Executive Board to reflect the change in the name and also provides an opportunity to reflect the change in 2002 of the name of the Administrative Committee on Coordination to the Chief Executives Board,

1. *Approves* the revised Rules of Procedure of the Executive Board of UNDP, UNFPA and UNOPS, as contained in DP/2011/18.

31 January 2011

2011/2

Oral report of the Administrator on the implementation of the UNDP gender equality strategy

The Executive Board

1. *Takes note* of the oral report on the implementation of the UNDP gender equality strategy as requested in decision 2006/3;

2. *Recognizes* the importance of mainstreaming gender equality as reflected in General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system, and in the UNDP strategic plan, 2008-2013;

3. *Welcomes* the efforts and the results of UNDP in: (a) promoting gender-responsive economic policy management; (b) incorporating sex-disaggregated data in the Human Development Reports; (c) improving the measures for gender equality and the empowerment of women; (d) promoting political participation of women at all levels; (e) advocating for adequate resource allocations for gender equality in post-conflict recovery and reconstruction; and (f) ensuring that women benefit equally from climate change finance mechanisms; and encourages UNDP to further strengthen gender mainstreaming in all four of its thematic areas and reflect it in the annual report;

4. *Takes note of* the first results of the gender marker, which reveal that progress has been achieved and that challenges remain for mainstreaming gender; encourages UNDP to continue to strengthen the application of this tool and to fully integrate it in its planning, monitoring, evaluation and reporting systems; and welcomes the efforts of UNDP to share its tool and experiences with other United

Nations organizations, especially UN-Women, as a way to improve gender accountability within the United Nations system;

5. *Welcomes* the work of the Gender Steering and Implementation Committee, chaired by the Administrator, to review results in gender mainstreaming and in advancing gender equality, urges UNDP to ensure that management staff at all levels are made accountable for implementation of the gender strategy; calls especially on all bureau directors to assume greater responsibility for achieving gender equality throughout the organization, and calls for the Gender Steering and Implementation Committee to be replicated at the regional level;

6. *Recalls* the request of the Executive Board to identify further measures, including evaluating the position and mandate of the gender team in the Bureau for Development Policy, to raise the profile of the UNDP gender policy and increase the attention given to its implementation, and requests that, as part of the annual report in June, the Administrator report on concrete measures taken to implement this request;

7. *Notes* that the creation of UN-Women does not relieve UNDP and other United Nations organizations of their responsibility to continue to strengthen gender equality and the empowerment of women in their mandate areas; recognizes the significant support UNDP has provided during the transition process; and strongly urges UNDP to work closely with UN-Women to advance gender equality on the basis of complementary and synergetic relationships that address regional and country-specific challenges, working as part of the United Nations country team;

8. *Recognizes* that, since 2008, UNDP has invested great efforts in strengthening capacity for gender mainstreaming, and requests UNDP both to continue to maintain and to increase its investments to accelerate the strengthening of capacity and the delivery of programming for gender equality and the empowerment of women, in line with the gender equality strategy;

9. *Reiterates* its request to the Administrator to provide an oral report annually to the Executive Board, at its first regular session, on the implementation of the gender equality strategy, as set forth in DP/2005/7, for the remainder of the period of the UNDP strategic plan, and welcomes the background paper that accompanied the annual oral report to the first regular session 2011 of the Executive Board.

3 February 2011

2011/3
Evaluation policy

The Executive Board

1. *Recalls* decision 2010/16 on the independent review of the UNDP evaluation policy and the management response;

2. *Recognizes* the importance of developing the national capacities of programme countries to conduct independent evaluations;

3. *Further recognizes* that the quadrennial comprehensive policy review, the UNDP strategic plan and General Assembly resolution 64/289 on system-wide coherence include key principles for UNDP evaluations;

4. *Encourages* UNDP to continue to ensure that the teams conducting independent evaluations possess the highest possible expertise, and continue to promote equitable geographical distribution in the composition of the teams;

5. *Approves* the revised evaluation policy (DP/2011/3);

6. *Urges* UNDP, in order to enhance learning and accountability, to further improve the preparation, submission and tracking of management responses to independent and decentralized evaluations, and to incorporate lessons learned from these evaluations in the design, presentation and implementation of programmes in order to achieve greater efficiency and impact;

7. *Requests* UNDP to include an overview of the status of the implementation of management responses in the annual report of the Administrator;

8. *Calls upon* UNDP to better track and guide the quality of decentralized evaluations through the regional bureaux in order to ensure that all evaluations meet the minimum quality standards defined by the evaluation office; and *requests* UNDP to include an overview of the quality assessment of decentralized evaluations in its annual report on evaluation.

3 February 2011

2011/4
Evaluation of the UNDP contribution to disaster prevention and recovery, and the management response

The Executive Board

1. *Takes note of* the evaluation of the UNDP contribution to disaster prevention and recovery contained in document DP/2011/4 and the management response thereto (document DP/2011/5);

2. *Notes* the important role that UNDP plays in helping countries reduce risks and vulnerabilities, and respond to natural disasters;

3. *Urges* UNDP to better integrate its poverty reduction, sustainable development and disaster risk reduction programming at the country level, especially in dealing with commonly occurring disasters, including those caused by environmental degradation and climate change;

4. *Urges* UNDP to further intensify its efforts to support strengthening national capacities, including for disaster risk reduction, early recovery and sustainable development;

5. *Urges* UNDP to continue to improve its administrative procedures and partnership mechanisms to facilitate more rapid and effective response to disaster recovery assistance requests;

6. *Encourages* UNDP to strengthen its collaboration with other United Nations organizations, as well as with other relevant stakeholders in the field, including those participating in the International Strategy for Disaster Reduction, in order to further strengthen cooperation and action in disaster risk reduction;

7. *Encourages* UNDP, as part of strengthening its South-South and triangular cooperation in disaster prevention and recovery, to identify specific areas where these partnerships can be particularly useful and achieve tangible outcomes;

8. *Encourages* UNDP to ensure that gender issues are fully mainstreamed into disaster prevention and recovery programming as women continue to be affected disproportionately by disasters;

9. *Urges* UNDP to look carefully at the time frames proposed in the evaluation for implementing the recommendations, so as to ensure that these represent achievable outcomes with realistic time frames.

3 February 2011

2011/5

Evaluation of the UNDP contribution to strengthening national capacities, and the management response

The Executive Board

1. *Takes note of* the evaluation of the UNDP contribution to strengthening national capacities (DP/2011/6) and *takes note of* the management response thereto (DP/2011/7);

2. *Takes note of* the conclusion that UNDP has done a lot of work and is well placed to continue to take a lead role to enhance capacity development at country, regional and global levels, but it has not fully utilized the lessons reflected in its own guidance;

3. *Encourages* UNDP to strengthen mechanisms for capturing from its wide network of country offices emerging innovations and lessons learned regarding capacity development; to more efficiently develop, disseminate and scale up the implementation of good practices; and to review by 2013 the impact of these interventions on UNDP skills and practice in the context of the required capacity-development competencies;

4. *Urges* UNDP to ensure that guidance is user friendly and better aligned with national realities, and emphasizes the need for UNDP to ensure that national partners are aware of the principles of effective capacity development;

5. *Urges* UNDP to ensure that capacity development is effectively mainstreamed in its operational activities, particularly at the country level and to use the medium term review of the strategic plan as an opportunity to enhance this;

6. *Urges* UNDP to set as a top priority of its development activities the strengthening of national partners' capacities, and to clearly define exit strategies with the aim of ensuring that national partners possess the full capacity to deliver autonomously without the United Nations having to play the same role again;

7. *Urges* UNDP to maximize its contribution to nationally led and sustainable long-term capacity development.

3 February 2011

2011/6
Evaluation of the UNDP contribution to environmental management for poverty reduction: the poverty-environment nexus, and the management response

The Executive Board

1. *Takes note of* the evaluation of the UNDP contribu ˙on to environmental management for poverty reduction: the poverty-environment nexus (DP/2011/8), which provides a model for integrating growth, poverty reduction and natural resource management at the country level;

2. *Takes note of* the management response thereto (DP/2011/9);

3. *Welcomes* the commitment by UNDP to ensure that the lessons learned from the poverty-environment initiative are used to guide future strategy on the poverty-environment nexus, and looks forward to UNDP incorporating these lessons in the design, presentation and implementation of programmes;

4. *Urges* UNDP, as a part of its efforts to improve governance, to ensure an integrated and multisectoral approach to growth, poverty reduction and natural resource management at the country level;

5. *Emphasizes* the need for governments to recognize and show commitment to the possibilities for poverty reduction through the poverty-environment nexus, thereby increasing the chances of an effective implementation of the Poverty-Environment Initiative;

6. *Urges* UNDP to intensify its efforts to work with programme countries to recognize the potential for poverty reduction through the poverty environment nexus;

7. *Emphasizes* the need for UNDP to continue to build on its analytical work and successful experiences in programming to better integrate poverty reduction and environmental management in its country-level operations;

8. *Urges* UNDP to provide guidelines and to create verifiable indicators on integrating poverty reduction and environmental management goals into programming at the global, regional and country levels, and to strengthen the technical expertise of staff to implement such integration;

9. *Urges* UNDP to review its organizational incentives to minimize internal barriers to cross-practice cooperation between focus areas;

10. *Urges* UNDP to ensure that the Poverty Environment Initiative is used as a model for scaling up its operations at the country level and for collaboration between UNDP and UNEP, building on the comparative advantages of each organization;

11. *Encourages* UNDP to assess how the Poverty Environment Initiative model can be developed further to include policy implementation in order to achieve development impact;

12. *Encourages* UNDP to continue and to strengthen its cooperation with other United Nations agencies regarding the poverty-environment nexus;

13. *Stresses* that ongoing engagement with partner governments at the Board level is vital as UNDP develops its strategy to support environmental management for poverty reduction over the coming years.

3 February 2011

2011/7

Evaluation of the UNDP contribution to strengthening local governance, and the management response

The Executive Board

1. *Takes note* of the evaluation of the UNDP contribution to strengthening local governance (DP/2011/10) and *takes note of* the management response thereto (DP/2011/11);

2. *Emphasizes* the need for UNDP to more explicitly and effectively mainstream local governance into programme areas by developing a coherent strategy note that is firmly grounded in the practice of human development and is designed to address the areas requiring improvement which were highlighted in the evaluation;

3. *Recommends* that after the publication of the strategy note UNDP conduct a review of the level of mainstreaming of local governance in programme areas, use the results to assess the continuing effectiveness of the strategy note, and update the Executive Board on any progress made;

4. *Encourages* UNDP to strengthen its collaboration and complementarity with the United Nations Capital Development Fund and the United Nations Volunteers, as well as with development partners, including other United Nations organizations and bilateral donors, in order to provide support for effective initiatives in the area of local governance;

5. *Welcomes* the strengthening of communities of practice and of partnerships on local governance and local development and the improvements to knowledge sharing across UNDP;

6. *Urges* UNDP to continue to focus on gender mainstreaming as part of all its activities to strengthen local governance, and to engage in strategic cooperation with UN-Women on this issue.

3 February 2011

2011/8

Evaluation of the UNDP contribution at the regional level to development and corporate results, and the management response

The Executive Board

1. *Takes note of* the evaluation of the UNDP contribution at the regional level to development and corporate results (DP/2011/12);

2. *Takes notes of* the management response thereto (DP/2011/13);

3. *Takes note of* the conclusion that, despite modest resources, UNDP regional programmes have made significant and long-standing contributions to development results, promoting cooperation among countries in building regional and national institutions as well as addressing cross-border and common challenges;

4. *Urges* UNDP to review its organizational structures and incentives to foster a corporate culture that encourages interregional lesson learning and programmatic collaboration and that ensures the use of regionally grounded knowledge across the organization;

5. *Takes note of* the 2008 functional alignment policy establishing the regional service centres and the progress made to date in ensuring the relevance and effectiveness of regional service centre support to country offices;

6. *Urges* UNDP, based on lessons learned to date regarding the regional service centres, to develop a strategic corporate business model that covers the global, regional and country levels, provides a sustainable and transparent allocation of funds and human resources, sets clear lines of responsibility and mandates for the regional centres, ensures that functions and services are not duplicated, and facilitates the location of capacity in the most appropriate place;

7. *Welcomes* the commitment of UNDP to establish criteria and guidance developing the best use of regional approaches.

3 February 2011

2011/9
Reports of UNDP, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors, 2008-2009

The Executive Board

1. *Takes note of* the reports of the Board of Auditors on UNDP, UNFPA and UNOPS, and the reports of the organizations on their implementation of the recommendations of the Board of Auditors (DP/2011/14, DP/FPA/2011/1 and DP/2011/15);

2. *Takes note of* the unqualified audit opinions issued by the United Nations Board of Auditors on the financial statements of UNDP and UNOPS for the biennium that ended 31 December 2009, and notes with concern that UNFPA received a qualified audit opinion from the Board of Auditors;

3. *Encourages* UNDP and UNOPS to undertake the necessary steps to continue to receive unqualified audit opinions from the United Nations Board of Auditors; takes note of actions under way by UNFPA to address the recommendations in the report of the Board of Auditors on UNFPA for the biennium that ended 31 December 2009; and urges the management of UNFPA to take immediate and necessary action with the aim of receiving an unqualified audit opinion for the next biennium;

4. *Requests* the management of UNDP, UNFPA and UNOPS to ensure full compliance with the recommendations of the Board of Auditors and to address, as a matter of priority, recurring issues that the Board of Auditors has raised in its reports on their respective organizations, in particular regarding issues affecting the management and the oversight of expenditures in high-risk environments and programme-execution modalities, as well as with regard to the smooth functioning of Atlas and the introduction of the international public sector accounting standards;

5. *Emphasizes* that national execution should be the preferred option, wherever appropriate, in the operational activities of the organizations, and takes note of the steps taken to improve oversight and monitoring of operations and expenditures associated with this modality and recognizes the importance of further improvement in this regard;

6. *Notes* the significant increase in the number of complaints in cases of fraud and presumptive fraud in UNDP and in UNFPA, and requests UNDP and UNFPA to further elaborate, in their 2010 annual internal audit reports to the

Executive Board and in their management responses, the steps taken to address these issues;

With respect to UNDP:

7. *Notes* that this is the second consecutive biennium that the United Nations Board of Auditors has given UNDP an unqualified audit opinion with respect to its financial statements;

8. *Encourages* UNDP to strive for continuous operational improvements in anticipation of the implementation of the international public sector accounting standards, with the informal guidance from the United Nations Board of Auditors on the appropriate option of the individual accounting policies of the international public sector accounting standards, and also drawing on the experience of other United Nations organizations that have already implemented the international public sector accounting standards;

9. *Expresses concern* regarding the high level of the UNDP cash balance and requests UNDP to provide, at the annual session 2011 of the Executive Board, detailed information on the level of unspent funds, including on the reasons why funds are unspent, as well as on the UNDP investment policy and practices, and the steps taken to ensure a more appropriate level of liquidity;

10. *Encourages* UNDP to continue to build on the progress made in addressing audit-related priorities in 2008-2009, and in addressing the top 10 audit-related management priorities for the 2010-2011 biennium;

With respect to UNFPA:

11. *Takes note of* the action under way in UNFPA to address, on a priority basis, the challenges related to national execution and compliance with procedures — challenges that gave rise to a qualified audit opinion on the financial statements of UNFPA for the biennium that ended 31 December 2009;

12. *Takes note of* the UNFPA plan of action to prevent similar audit and oversight risks in the future, and encourages further improvements in user-friendliness and in effective, up-to-date guidance, training and oversight mechanisms to incorporate, throughout the organization, lessons learned from audit findings;

13. *Recognizes* the ongoing efforts of management to establish a comprehensive internal control system for the organization; emphasizes, in this regard, the importance of strengthening internal control and increasing capacity in decentralized offices, and ensuring compliance with procedures; and notes the ongoing efforts to establish personal accountability mechanisms that ensure that managers are held responsible for implementing the recommendations of the Board of Auditors;

14. *Requests* UNFPA to update the Executive Board on the continuous development and implementation of its internal control framework;

15. *Stresses* the importance of accountability at all levels and *encourages* UNFPA to closely monitor the follow-up process in order to ensure that appropriate, timely and full action is taken in implementing the recommendations of the Board of Auditors;

16. *Acknowledges* the importance of sustained support at all levels of international cooperation to strengthen national execution and to promote the use of national systems;

With respect to UNOPS:

17. *Recognizes* the progress made by UNOPS in implementing robust financial controls and in implementing 90 per cent of the audit recommendations raised in prior bienniums;

18. *Acknowledges* the full replenishment of the UNOPS operational reserve as at 31 December 2009.

3 February 2011

2011/10
Mock-up of the 2012-2013 biennial budgets of UNDP, UNFPA and UNICEF

The Executive Board

1. *Takes note of* the joint informal note of UNDP, UNFPA and UNICEF on the road map to an integrated budget: cost classification and results-based budgeting, prepared in response to decision 2010/32 of the Executive Board of UNDP and of UNFPA, and decision 2010/20 of the Executive Board of UNICEF, containing:

(a) information on differences in the categorization of costs into cost classifications;

(b) an informal mock-up illustrating the format of key budget tables and accompanying explanations;

2. *Acknowledges* that the additional information presented should ensure comprehensive and transparent linkages to the institutional and management results frameworks of the respective strategic plans of UNDP, UNFPA and UNICEF;

3. *Endorses* the results-based budgeting approach contained in the joint informal note;

4. *Notes* the efforts made by UNDP and UNFPA to strengthen their results frameworks and *encourages* UNDP and UNFPA, in the implementation of the results-based budgeting approach, to continue to improve the indicators to be 'specific, measurable, attainable, relevant and time-bound', and to link resources and expected results in a more explicit manner;

5. *Requests* UNDP and UNFPA to prepare and present their 2012-2013 biennial budget documents in line with the format of the key budget tables and accompanying explanations presented in the joint informal note mentioned in paragraph 1, above, including the results of the joint review of the impact of cost definitions and classifications of activities on cost recovery;

6. *Emphasizes* the need for regular consultations with the Executive Board, in preparation for the biennial support budget, 2012-2013, and for the integrated budget for 2014 and beyond.

3 February 2011

2011/11
Global Environment Facility: amendments to the Global Environment Facility Instrument

The Executive Board

1. *Takes note* of DP/2011/17 which contains two amendments to the Global Environment Facility instrument;

2. *Adopts* the two amendments as presented in paragraph 8 of DP/2011/17.

3 February 2011

2011/12
Human Development Report

The Executive Board

Recalling General Assembly resolution 57/264 on the Human Development Report,

Also recalling General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system,

Further recalling its decision 94/15,

Recalling the strong concerns and diverse views expressed by Member States regarding, inter alia, the use of new terminology, indicators and the periodicity of the Human Development Report, including during the informal consultations on the Human Development Report 2010, the annual session 2010, as contained in document DP/2010/33, and the first regular session 2011,

Reaffirming the relevant provisions of decision 41/112 of the Statistical Commission of the Economic and Social Council,

Acknowledging that the Human Development Report is an important tool for raising awareness about human development around the world,

1. *Reaffirms* that the preparation of the Human Development Report should be undertaken in a neutral and transparent manner and in full and effective consultation with Member States, with due regard to the impartial nature and use of sources;

2. *Calls upon* the Human Development Report Office to further improve the consultation process with Member States on the Human Development Report, in an inclusive and transparent manner, taking into account the relevant intergovernmental decisions and resolutions adopted in that regard;

3. *Emphasizes* the need to take into account the discussions conducted at the United Nations Statistical Commission on the sound use of indicators and methodologies, in order to enhance the usefulness of the Report as a tool to advance the knowledge and understanding of development issues globally;

4. *Affirms* that the Human Development Report is a separate and distinct exercise which is not an official document of the United Nations and that the policies governing the operational activities for development of the United Nations system will continue to be set by Member States;

5. *Requests* the UNDP Administrator to report at the annual session 2011 on the measures taken by UNDP and the Human Development Report Office, taking

into account their respective roles, to ensure full implementation of General Assembly resolution 57/264 and corresponding decisions of the Executive Board;

6. *Decides* to undertake an in-depth discussion on all aspects related to the Human Development Report at the annual sessions, including on the fulfilment of the relevant provisions of General Assembly resolution 57/264, with a view to improving its quality and accuracy, as well as preserving its credibility and impartiality, without compromising its editorial independence.

3 February 2011

2011/13
Overview of decisions adopted by the Executive Board at its first regular session 2011

The Executive Board

Recalls that during its first regular session 2011, it:

Item 1
Organizational matters

Elected the following members of the Bureau for 2011:

President: H.E. Ms. Edita Hrdá (Czech Republic)
Vice-President: Mr. Takeshi Osuga (Japan)
Vice-President: H.E. Mr. Michel Tommo Monthe (Cameroon)
Vice-President: Mr. Nojibur Rahman (Bangladesh)
Vice-President: H.E. Mr. Carlos E. García-Gonzalez (El Salvador)

Adopted the agenda and workplan for its first regular session 2011 (DP/2011/L.1).

Adopted the report of the second regular session 2010 (DP/2011/1).

Adopted the annual workplan for 2011 (DP/2011/CRP.1).

Approved the tentative workplan for the annual session 2011.

Agreed to the following schedule for the remaining sessions of the Executive Board in 2011:

Annual session 2011: 6 to 17 June 2011 (New York)
Second regular session 2011: 6 to 9 September 2011.

Adopted decision 2011/1 on the revised rules of procedure of the Executive Board of UNDP, UNFPA and UNOPS.

UNDP segment

Item 2
Gender in UNDP

Adopted decision 2011/2 on the oral report of the Administrator on the implementation of the UNDP gender equality strategy.

Item 3
Country programmes and related matters

Approved the following country programmes:

Africa region: Burkina Faso and Zambia;

Arab States region: Somalia;
Asia and the Pacific States region: Democratic People's Republic of Korea, Indonesia and Maldives;
Latin America and the Caribbean region: Chile and Uruguay.

Took note of the first one-year extension of the country programme for Peru (DP/2011/19).

Took note of the draft common country programme document for the United Republic of Tanzania (DP-FPA/DCCP/TZA/1) and the comments made thereon.

Item 4
Evaluation

Adopted decision 2011/3 on the evaluation policy.

Adopted decision 2011/4 on the evaluation of the UNDP contribution to disaster prevention and recovery, and the management response.

Adopted decision 2011/5 on the evaluation of the UNDP contribution to strengthening national capacities, and the management response.

Adopted decision 2011/6 on the evaluation of the UNDP contribution to environmental management for poverty reduction: the poverty-environment nexus, and the management response.

Adopted decision 2011/7 on the evaluation of the UNDP contribution to strengthening local governance, and the management response.

Adopted decision 2011/8 on the evaluation of the UNDP contribution at the regional level to development and corporate results, and the management response.

Item 10
Other matters

Adopted decision 2011/11 on the Global Environment Facility: amendments to the Global Environment Facility Instrument.

Item 11
United Nations Capital Development Fund

Took note of the oral report on the update for 2010 and the priorities for 2011-2013.

Item 12

Adopted decision 2011/12 on the Human Development Report.

UNOPS segment

United Nations Office for Project Services

Took note of an oral report by the Executive Director.

Joint segment

Item 5
Report to the Economic and Social Council

Took note of the joint report of the Administrator of UNDP and the Executive Director of UNFPA to the Economic and Social Council (E/2011/5) and the comments made thereon, for transmission to the Council.

Item 6
Recommendations of the United Nations Board of Auditors

Adopted decision 2011/9 on the reports of UNDP, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors, 2008-2009.

Item 7
Financial, budgetary and administrative matters

Adopted decision 2011/10 on the mock-up of the 2012-2013 biennial budgets of UNDP, UNFPA and UNICEF.

Took note of the reports of UNDP (DP/2011/16) and UNFPA (DP/FPA/2011/2) on human resources management.

UNFPA segment

Item 8
Country programmes and related matters

Approved the following country programme documents:

Africa: Burkina Faso and Zambia;
Arab States: Somalia;
Asia and the Pacific: Indonesia and Maldives;
Latin America and the Caribbean: Uruguay.

Took note of the draft common country programme document for the United Republic of Tanzania (DP-FPA/DCCP/TZA/1) and the comments made thereon.

Item 9
Midterm review of the UNFPA strategic plan, 2008-2013

Heard an oral presentation on the midterm review of the UNFPA strategic plan, including the UNFPA humanitarian response strategy.

Adopted an oral decision to postpone the presentation of the midterm review of the UNFPA strategic plan from the annual session 2011 to the second regular session 2011.

Adopted an oral decision on the statement of the Executive Director, UNFPA, as follows:

The Executive Board

1. *Welcomes* the presentation of the vision of the Executive Director of UNFPA contained in his first statement to the Executive Board, including the interlinkages between the Programme of Action of the International Conference on Population and Development and the relevant upcoming international conferences, namely the Fourth United Nations Conference on Least Developed Countries, the United Nations Conference on Youth and the United Nations Conference on Sustainable Development, for achieving the internationally agreed development goals;

2. *Notes* the role of UNFPA in support of the Global Strategy on Women's and Children's Health, including through the coordination of global partners, and further notes its programmatic work with the Global Strategy on Women's and Children's Health to support countries that have made commitments, as well as those that intend to make commitments, to eliminate high levels of maternal, newborn and child mortality;

3. *Encourages* UNFPA to support Member States to ensure successful outcomes of the relevant upcoming international conferences.

Joint meeting

Held a joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP on 4 and 7 February 2011, which addressed the following topics:

(a) equity: narrowing gaps to push for the achievement of the Millennium Development Goals;

(b) mainstreaming gender through the work of the agencies and envisaged collaboration with UN-Women;

(c) efficiency of emergency response and the transition to recovery and long-term development: lessons learned; and

(d) delivering as one: follow-up to Hanoi.

Also held the following informal briefings:

Joint UNDP, UNFPA and UNICEF informal consultation on the mock-up of the 2012-2013 biennial budgets of UNDP, UNFPA and UNICEF.

Informal consultation on the midterm review of the UNDP strategic plan.

2011/14
Midterm review of the UNDP strategic plan

The Executive Board

1. *Takes note of* the midterm review of the strategic plan and the annual report of the Administrator on performance and results for 2010 as a combined report (DP/2011/22), and its annex, including the revised development results framework, the development effectiveness matrix, and the revised institutional framework;

2. *Emphasizes* that the objective of the midterm review is to sharpen the strategic direction of UNDP, and to undertake a thorough review of the results framework with the aim of making improvements in 2011 and defining further improvements to be made during the remaining years;

3. *Requests* the Administrator of UNDP to implement the changes during the remaining months of 2011 and to report, through the annual report of the Administrator starting from the annual session 2012, on the basis of the new revised frameworks;

4. *Acknowledges* the cumulative analysis of UNDP performance during the first three years of the strategic plan;

5. *Recognizes* the organization's efforts to continue to strengthen the predictability and quality of results measurement and reporting, and its use of country-level indicators to that end;

6. *Recognizes* that UNDP has provided a wide range of information on its activities across its thematic areas;

7. *Requests* UNDP to enhance its future annual reports by including: (a) descriptions of challenges and steps taken to address these challenges as asked for in decision 2010/13; (b) gender-equality and capacity-development results reporting; (c) a clear, focused and comprehensive narrative of UNDP contributions to development; and (d) clearer statements on the development results generated by UNDP contributions;

8. *Emphasizes* the need for robust results frameworks underpinning the UNDP strategic plan for the purposes of management and of communicating expected results with staff, programme countries and development partners, and so that the performance of UNDP can be monitored, avoiding the need for partners to create parallel performance-monitoring frameworks, while expressing concern that the UNDP revised development results framework does not fully allow UNDP to clearly define its contribution to development results or adequately report and monitor progress on results for the remainder of this strategic plan;

9. *Takes note of* the revised integrated financial resources framework for the period 2011 to 2013 as contained in document DP/2011/22, and encourages the Administrator of UNDP to continue to seek efficiencies by exercising budgetary discipline in the elaboration of the organization's draft institutional budget for 2012-2013, while recognizing the need for adequate resources to implement the strategic plan;

10. *Requests* the Administrator of UNDP, fully taking into account the mandate and the intergovernmental nature of UNDP, when preparing the 2014-2017 strategic plan to:

(a) Establish a clear focus and role for the work of UNDP, considering UNDP strategic positioning and integrating an analysis of its performance, challenges and lessons learned, while bearing in mind the external environment and the work of relevant development actors;

(b) Develop, for early consultations with the Executive Board, a results frameworks template that provides clear explanations of its approach and definitions and how they link to reporting;

(c) Develop robust results frameworks that demonstrate a complete results chain and establish expected results at output, outcome and impact levels, and that focus on the delivery of outputs and contributions to outcomes by UNDP, not on the performance of programme countries;

(d) Include in the frameworks clear, measurable indicators with baselines, milestones and targets for monitoring results, which indicators should be systematically reported on annually in the Administrator's report to the Executive Board;

(e) Improve data-collection systems for results-based management and reporting to allow for better monitoring of UNDP achievements at the corporate, regional and country levels, ensuring that any improvements made will link to other change-management processes;

11. *Recognizes* the number of management change initiatives underway in UNDP, and looks forward to continuous dialogue in order to understand how these initiatives are complementary and how and when they will be implemented;

12. *Emphasizes* the need for early and regular consultation with Executive Board members to make improvements to the methodology, format and results management of the UNDP strategic plan 2014-2017, with this consultation process beginning in 2011 and continuing throughout the development of the plan;

13. *Requests* UNDP to present, at the second regular session 2011, for approval by the Executive Board under a formal item, a conference room paper outlining a "road map" identifying milestones and timeframes for making progress so as to achieve the objectives identified in the present decision and including indications of how this work relates to initiatives such as the Administrator's change agenda and the UNDP integrated budget;

14. *Also requests* the Administrator of UNDP to present a cumulative review of the strategic plan at the annual session 2013, instead of at the first regular session, as foreseen in decision 2011/9, in order to capture results and data for 2012, and endorses the decision for a combined cumulative review and annual report, with an improved reporting format, so that the cumulative review and annual report better report on development changes generated by UNDP contributions.

17 June 2011

2011/15
Status of regular funding commitments to UNDP and to its funds and programmes for 2011 and onwards

The Executive Board

1. *Stresses* the importance of a stable, predictable base of regular (core) resources for UNDP;

2. *Notes* that overall contributions to UNDP in 2010 have increased to $5 billion due to increases in non-core funding;

3. *Notes with concern* that contributions to regular resources decreased to $0.97 billion and, thus, did not meet the 2010 funding target for regular resources set out in the strategic plan, 2008-2013;

4. *Further notes* that reductions in total contributions to regular resources may be compensated in 2011 by actual and projected currency-exchange gains based on the official United Nations rates of exchange as at 1 May 2011, and, therefore, regular resources may reach $1 billion for the current year;

5. *Recognizes* that the 10 largest donors provided close to 82 per cent of regular resources in 2011, and calls on the Administrator to reinvigorate her efforts to mobilize regular resources and to continue to broaden the number of contributors;

6. *Recalls* General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system, and reiterates that regular resources, by their untied nature, form the bedrock of UNDP finances;

7. *Requests* all countries that have not yet done so to provide contributions to regular resources for 2011, and encourages Member States to announce pledges, on a multi-year basis if feasible, and payment schedules, and to adhere to such pledges and payment schedules thereafter;

8. *Recognizes* the importance of UNDP demonstrating, communicating and being held accountable for development results that are supported by the financial contributions of Member States.

17 June 2011

2011/16
Annual report on evaluation

The Executive Board

1. *Takes note of* the annual report on evaluation contained in document DP/2011/24 and commends the Evaluation Office on the increased informativeness in the reporting;

2. *Requests* UNDP to address the issues raised by independent evaluations;

3. *Notes with concern* that while the number of country offices having conducted at least one evaluation has increased, the overall number of outcome evaluations continued to decline in 2010 and country office compliance with evaluation plans and in conducting outcome evaluations continues to be low, and in this regard, requests UNDP to expeditiously identify and address obstacles limiting compliance with evaluation plans and outcome evaluations, including ensuring appropriate resourcing of the evaluation function and oversight of compliance;

4. *Recognizes* that the success of evaluations and the actual evaluability of programmes requires appropriate programme design and planning, and notes that measures are needed to strengthen programme design in order to allow the use of a results-based approach in monitoring and identification of concrete results;

5. *Notes* the continuing challenges as regards: the quality of decentralized evaluations, the decline in the number of country offices with dedicated monitoring and evaluation units, and the uneven levels of dedicated monitoring and evaluation staff in the regional bureaux and the uneven incorporation in programme design and implementation of the lessons learned from the evaluations;

6. *Requests* UNDP to strengthen the capacity for decentralized evaluation and to identify and address obstacles limiting both the quality of decentralized evaluations and compliance with evaluation plans and outcome evaluations, including ensuring appropriate resourcing of the evaluation function and oversight of compliance;

7. *Welcomes* the efforts of some country offices to provide evaluation training at the country level, and suggests that UNDP continue to support national evaluation capacity development;

8. *Recognizes* the improvement in the submission of management responses to evaluations, and urges continued progress in the preparation, implementation and monitoring of management responses, and requests that future reports track the implementation of management responses;

9. *Welcomes* the increased engagement of national professionals from programme countries in the Assessments of Development Results process, notes the efforts of the Evaluation Office to strive for better representation of female consultants from programme countries, and emphasizes the importance of ensuring that gender equality considerations are fully integrated in evaluations by all evaluators;

10. *Approves* the revised programme of work for 2011 proposed by the Evaluation Office and the tentative programme of work for 2012;

11. *Requests* UNDP to keep the Executive Board informed regarding the appointment of the new Director of the Evaluation Office so that the Executive Board can review and advise on the appointment in line with the revised evaluation policy (DP/2011/3).

16 June 2011

2011/17
Update on the Human Development Report

The Executive Board

1. *Takes note of* the "Update on *Human Development Report* Preparations and Consultations" (DP/2011/25);

2. *Notes with appreciation* the actions taken by Human Development Report Office to engage with the international statistical community on statistical matters related to the report, including through the revitalization of the Statistical Advisory Panel and in its engagement with and response to the Statistical Commission;

3. *Takes note of* the oral report of the Administrator on the *Human Development Report,* and appreciates efforts to meet regularly with the Director of the Human Development Report Office to assess progress on report development;

4. *Welcomes* the efforts of the Human Development Report Office and of the United Nations Development Programme Executive Office and Partnerships Bureau to organize consultations with the regional groups of the Board and with Governments and other stakeholders, such as the National Statistics Offices and the Regional Commissions of the Economic and Social Council, in all regions where opportunities have arisen;

5. *Notes with appreciation* the efforts of both the Human Development Report Office and UNDP to improve the quality and accuracy of the Report, while also preserving the Report's credibility and impartiality, and without compromising its editorial independence;

6. *Requests* the Human Development Report Office to continue holding regular, open, transparent and inclusive consultations with stakeholders to ensure the *Human Development Report* continues to contribute effectively to internationally agreed development goals, including the Millennium Development Goals.

16 June 2011

2011/18
Midterm review of the UNDP global programme

The Executive Board

1. *Acknowledges* receipt of the findings of the midterm review of the UNDP global programme in fulfilment of Executive Board decision 2008/32;

2. *Takes note of* the forward-looking nature of the review and its consistency with recommendations from the evaluation of the third global cooperation framework and the subsequent management response to the evaluation of the third global cooperation programme contained in DP/2008/45;

3. *Acknowledges* the role the global programme has played in the refinement of internal institutional arrangements of UNDP to bring corporate and regional policy and advisory support closer to where they are needed on the ground, and to make those services more responsive to country programme needs;

4. *Requests* a continued focus on bringing policy advisory support closer to clients, welcoming progress on multi-practice work at the global and regional levels and recognizing that the regional service centres anchor a strong practice architecture with knowledge management systems capable of sharing best practices between regions, across the organization;

5. *Requests* an increased focus on the roll-out of standards for quality policy advisory services for the global programme to help ensure that staff and partners regardless of where they are located continuously learn from experience on the ground and have a clear understanding of: what information is available; how reliable or corporate that information is; how to access it and engage with the related advisers; and how to influence it;

6. *Urges* the global programme, informed by the thematic evaluations and the midterm review of the strategic plan, to continue to build on the results achieved in the first half of Global Programme, including by providing global policy leadership on inclusive, resilient and sustainable human development, advancing new standards for policy advisory services, and increasing focus on multi-practice initiatives to enhance the integration of policy services to tackle complex development challenges;

7. *Requests* a final report on global programme performance and results to be submitted to the Executive Board at the annual session 2013 with an assessment of the progress of multi-practice policy advisory services, including in the areas of sustaining progress towards the Millennium Development Goals, preparing for the Rio+20 Conference on sustainable development, and advancing the local development and local governance agenda.

16 June 2011

2011/19
Report on results achieved by UNCDF in 2010

The Executive Board

1. *Takes note* of the report on results achieved by the United Nations Capital Development Fund (UNCDF) and *expresses* its appreciation of the concrete and scalable contributions made by UNCDF towards localizing the Millennium Development Goals in the least developed countries, by providing investment capital and technical assistance to promote local development and inclusive microfinance sectors that benefit poor households and small and micro enterprises;

2. *Welcomes* the special emphasis in 2010 by UNCDF on external programme evaluations reaffirming the relevance and overall effectiveness of UNCDF support programmes, while also highlighting areas where strengthening is needed; and also *welcomes* the analysis in the annual report on how UNCDF activities contribute to the achievement of the Millennium Development Goals at the local level, including lessons learned and challenges faced;

3. *Welcomes* UNCDF efforts in 2010 to broaden its support programmes to new thematic areas with clear linkages to its mandate and comparative advantages, while also considerably stepping up its knowledge sharing and advocacy work, as a means to effect broader change in the least developed countries;

4. *Encourages* UNCDF to continue its efforts to mobilize contributions to its regular resources or multi-year thematic contributions necessary to sustain its services and investment support and expand to more least developed countries, and *encourages* Member States in a position to do so to contribute to UNCDF regular resources;

5. *Welcomes* the continued growth of contributions to UNCDF other resources in 2010 and the achievement of healthy donor diversification with contributions from bilateral and multilateral sources, the One UN fund and private sector sources;

6. *Welcomes* the successful conclusion in 2010 — as established by the 2010 follow-up audit — of a review of UNCDF operational and management practices, and also *welcomes* the efforts of UNCDF to maintain strong programme quality while the programme portfolio grows in response to increasing demand from least developed countries.

16 June 2011

2011/20
Planning for the tenth anniversary of the International Year of Volunteers and the fortieth anniversary of United Nations Volunteers

The Executive Board

1. *Takes note of* the significant role the United Nations Volunteers has played as the focal point for the marking of the tenth anniversary of the International Year of Volunteers and of the important initiatives undertaken in this regard;

2. *Congratulates* the United Nations Volunteers on its fortieth anniversary and on the achievements of the programme over all these years.

16 June 2011

2011/21
Annual report of the Executive Director, UNOPS

The Executive Board

1. *Takes note* of UNOPS significant contributions, often made in the most challenging environments, to the operational results of the United Nations and its partners;

2. *Takes note* of the many management improvements implemented with the aim of achieving the overall goals of operational efficiency and of meeting partner expectations;

3. *Welcomes* the fact that in 2010 UNOPS has increased its project implementation by 16 per cent while reducing administrative costs by $200,000, and encourages the organization to continue to set good efficiency precedents;

4. *Welcomes* the increased focus on strategic capacity development initiatives, and requests the Executive Director to further enhance the quality and scope of such interventions in the areas where UNOPS can add value to the United Nations system efforts;

5. *Welcomes* the commitment of UNOPS to greater transparency and accountability and looks forward to new UNOPS initiatives to further this objective;

6. *Welcomes* the improved financial position of UNOPS and the diversification of partners contributing to its project portfolio, and requests that a comprehensive overview of the operating reserves and provisions (including the different types of provisions and the amounts presented in the income statement and balance sheet in the last three years) be included in the report prepared under the item on budget estimates for the biennium 2012-2013, which is to be presented to the second regular session 2011 of the Executive Board;

7. *Stresses* the importance of presenting the results according to the operational results framework adopted by Executive Board decision 2009/25 (referencing DP/2009/36);

8. *Recognizes* the importance of UNOPS demonstrating, communicating and being held to account for development results that are supported by the financial contributions of Member States;

9. *Further recognizes* efforts made regarding result-based reporting, and requests UNOPS to also provide in future annual reports global figures on its contributions to the four goals of the 2010-2013 strategic plan.

17 June 2011

2011/22
Reports of UNDP, UNFPA and UNOPS on internal audit and oversight activities in 2010

The Executive Board

With respect to UNDP:

1. *Takes note* of the report on internal audit and investigations contained in document DP/2011/29;

2. *Expresses* its continuing support for strengthening the internal audit and investigation functions of UNDP;

3. *Expresses* its support for enhancing the audit and investigative capacities of the Office of Audit and Investigations through the provision of additional resources, by reprioritizing resources from elsewhere in the UNDP biennial budget, and requests UNDP to ensure that sufficient resources are allocated for such purposes when the biennial budget, 2012-2013, is presented to the Executive Board;

4. *Takes note of* the annual report of the Audit Advisory Committee;

5. *Welcomes* the increased attention with respect to audits given to multi-donor trust funds and joint programmes, encourages the initiative for jointly auditing "delivering as one" programmes, and requests the Office of Audit and Investigations to report, in its next annual report, on the experience gained in that regard;

With respect to UNFPA:

6. *Takes note of* the report of the Director of the Division for Oversight Services on UNFPA internal audit and oversight activities in 2010 (DP/FPA/2011/5) and the corresponding management response;

7. *Also takes note of* the annual report of the Audit Advisory Committee of UNFPA;

8. *Welcomes* the focus on key and recurrent management issues and on risk-based audit planning;

9. *Also welcomes* the compliance of UNFPA with decisions 2008/37 and 2009/15 on the disclosure of internal audit reports, including on the reporting of disclosure activities in their respective annual reports;

10. *Further welcomes* the compliance of UNFPA with decisions 2006/13 and 2008/13, and the comprehensiveness of the report of the Director of the Division for Oversight Services on UNFPA internal audit and oversight activities in 2010;

11. *Expresses* its support for enhancing the investigative capacity of the Division for Oversight Services and requests UNFPA to ensure that sufficient resources are allocated for this purpose, by reprioritizing resources from elsewhere in the UNFPA biennial budget, when the biennial budget, 2012-2013, is presented to the Executive Board;

12. *Notes with appreciation* the result of the external review of the Division for Oversight Services performed by the Institute of Internal Auditors, and requests the Director of the Division to maintain the high quality of the work of the Division and to commission another external review in 2015, in compliance with recognized international professional practices and standards;

13. *Notes with concern* the critical findings of the Division for Oversight Services and welcomes the 15 recommendations in the report on UNFPA internal audit and oversight activities in 2010 (DP/FPA/2011/5), recalls decisions 2006/8, 2006/13, 2007/10, 2007/29, 2008/12, 2008/13, 2011/15, 2011/18, 2010/22 and 2010/26, and requests the Executive Director to: (a) improve the implementation of an internal control framework in line with internationally recognized best practices, taking into account the need for consistency with the international public sector accounting standards; (b) implement enterprise risk management; (c) address issues of human resources; (d) promote the use of evidence-based programming; (e) focus UNFPA programme priorities, including by reducing the number of partners and workplans at the country level; and (f) ensure a smooth transition to the international public sector accounting standards;

14. *Welcomes* the approach undertaken by the Executive Director, UNFPA, to strengthen the UNFPA accountability and assurance process and the steps undertaken to refocus and enhance the efficiency and effectiveness of UNFPA, and requests the Executive Director to develop a comprehensive plan of action to address the 15 recommendations in the report on UNFPA internal audit and oversight activities in 2010. This plan of action should include a prioritization of the recommendations to address and the actions to be taken, with a clear time frame and targets. An outline of this plan will be made available at the first regular session 2012 of the Executive Board;

15. *Encourages* the initiative for jointly auditing "delivering as one" programmes, and requests the Division for Oversight Services to report, in its next annual report, on the experience gained in that regard;

With respect to UNDP and UNFPA:

16. *Welcomes* the elaborated descriptions of cases of fraud and presumptive fraud in the reports of the UNDP Office of Audit and Investigations and the UNFPA Division for Oversight Services, as requested in decision 2011/9, and *requests* UNDP and UNFPA to continue to improve reporting on such cases in future annual reports of the oversight offices and in their management responses, with increased emphasis on actions taken in cases of misconduct;

With respect to UNOPS:

17. *Takes note of* the annual report of the Internal Audit and Investigations Group for 2010;

18. *Takes note of* the annual report of the Strategy and Audit Advisory Committee for 2010, which is in line with Executive Board decision 2008/37;

19. *Encourages* the initiative for jointly auditing "delivering as one" programmes, and requests the Internal Audit and Investigations Group to report, in its next annual report, on the experience gained in that regard;

20. *Encourages* UNOPS to intensify the implementation of audit recommendations older than 18 months.

17 June 2011

2011/23
Responding to the emerging demand for greater information disclosure of internal audit reports

The Executive Board

1. *Recalls* its decision 2010/22, requesting the submission of a coordinated paper outlining the implications of the emerging demand for greater information disclosure of internal audit reports, including options for responding to the need for relevant information;

2. *Takes note of* the coordinated paper by UNDP, UNFPA and UNOPS on responding to the emerging demand for greater information disclosure of internal audit reports (DP-FPA-OPS/2011/1);

3. *Welcomes* the compliance of UNDP, UNFPA and UNOPS with decision 2008/37 on the disclosure of internal audit reports and the due diligence processes established in that regard;

4. *Acknowledges* the information and assurance needs of non-Member State donors for projects funded by them;

5. *Notes* the various options for greater information disclosure presented in the joint paper;

6. *Decides* that the Administrator of UNDP and the Executive Directors of UNFPA and UNOPS may, upon request, disclose to a donor intergovernmental organization and the Global Fund to Fight AIDS, Tuberculosis and Malaria, internal audit reports pertaining to a given project in which the said donor is financially contributing, in accordance with decision 2008/37 and the procedures of disclosure, as stipulated in documents DP/2008/16/Rev.1, DP/FPA/2008/14 and DP/2008/55, exercising the greatest extent of discretion and protecting the legitimate rights of the programme country;

7. *Reaffirms* that information disclosed shall be kept confidential, and that written requests for access to internal audit reports should include the reason and purpose for the request and an affirmation to adhere to the procedures of disclosure, as stipulated in documents DP/2008/16/Rev.1, DP/FPA/2008/14 and DP/2008/55;

8. *Requests* UNDP, UNFPA and UNOPS to continue to explore options to facilitate the viewing of internal audit reports, including technological options, and further requests UNDP, UNFPA and UNOPS to present, at the second regular

session 2011 of the Executive Board, a proposal for the remote viewing of internal audit reports providing secure access and proper safeguards for the confidentiality of the information disclosed, through, inter alia, secure passwords;

9. *Urges* UNDP, UNFPA and UNOPS to maintain and enhance collaboration and to share relevant information, to the fullest extent possible, as appropriate and in accordance with relevant provisions of decision 2008/37 and documents DP/2008/16/Rev.1, DP/FPA/2008/14 and DP/2008/55, with a donor intergovernmental organization and the Global Fund to Fight AIDS, Tuberculosis and Malaria and their oversight services, on the oversight of the implementation of projects receiving funding from a donor intergovernmental organization and the Global Fund to Fight AIDS, Tuberculosis and Malaria, taking into account the need to respect the independence of the internal audit and investigative functions of UNDP, UNFPA and UNOPS and the need to provide assurance on project implementation;

10. *Concurs* that audited project financial statements, as available, may be provided to donors as a way of giving assurance on the use of funds;

11. *Concurs* that the executive summaries of internal audit reports of projects, with recommendations as applicable, may be provided, upon request, to Member States, donor intergovernmental organizations and the Global Fund to Fight AIDS, Tuberculosis and Malaria and to the Government of the programme country concerned;

12. *Requests* UNDP, UNFPA and UNOPS to continue to report, in their annual reports on internal audit and investigation, on the internal audit reports disclosed and to inform the Executive Board, including through their respective reports, on requests from organizations not covered by this decision, for disclosure of internal audit reports pertaining to a given project in which the said donor is financially contributing, and to seek guidance from the Executive Board on such requests for disclosure.

17 June 2011

2011/24
Reports of the ethics offices of UNDP, UNFPA and UNOPS

The Executive Board

1. *Takes note of* the reports of the ethics offices of UNDP, UNFPA and UNOPS (DP/2011/30, DP/FPA/2011/6 and DP/OPS/2011/3);

2. *Recognizes* that the ethics offices contribute to fostering a culture of ethics, integrity and accountability in the organizations, and, in this regard, notes with appreciation the efforts of the ethics offices in providing advice, guidance, protection from retaliation, review of financial disclosure statements, and training to their respective organizations and staff;

3. *Encourages* the management of UNDP, UNFPA and UNOPS to further strengthen the functions of their ethics offices in their respective organizations, and to provide sufficient resources for them to carry out their programmes of work;

4. *Looks forward to* the consideration of future annual reports of the ethics offices of the three organizations, pursuant to decision 2010/17, particularly recommendations to management that will strengthen the organizational culture of integrity and compliance.

17 June 2011

2011/25

Report of the Executive Director for 2010: cumulative analysis of progress in implementing the UNFPA strategic plan, 2008-2013

The Executive Board

1. *Takes note of* the documents that make up the report of the Executive Director for 2010: DP/FPA/2011/3 (Part I), DP/FPA/2011/3 (Part I)/Add.1, and DP/FPA/2011/3 (Part II);

2. *Welcomes* the progress achieved during the last three years in implementing the UNFPA strategic plan, 2008-2013, while recognizing the challenges that lie ahead, and also welcomes the commitment of management to continue to improve the strategic focus of the organization;

3. *Further welcomes* the commitment of UNFPA to continue to improve its development results framework and its management results framework, with a comprehensive results chain that includes outcomes, outputs, indicators, baselines and targets, where possible, to better monitor and report the results achieved, including at the goal level in the UNFPA strategic plan, and to better demonstrate the UNFPA contribution to achieved outcomes;

4. *Commends* UNFPA on the improved quality of its annual reporting, by including the analysis of the strategic plan indicators against targets and the use of evaluative evidence, combining quantitative as well as qualitative reporting;

5. *Welcomes* the inclusion of the references to the baselines and targets of the UNFPA strategic plan, the tracking of progress against these targets and outcomes, and the effort to address challenges and build on lessons learned and recommendations, as well as the guidelines on evidence-based programming, as called for in decision 2010/23, and notes that UNFPA is launching a plan to develop staff capacity in 2011;

6. *Acknowledges* the clear and transparent presentation of the progress made in implementing the UNFPA strategic plan, 2008-2013, and the translation of the findings and lessons learned into the ongoing midterm review, taking into account the observations of the members of the Executive Board;

7. *Recognizes* that UNFPA faces significant challenges and encourages UNFPA to address those challenges through the midterm review process in a coherent and efficient way, by sharpening the focus of the organization at all levels, by implementing effective, evidence-based programming, and by improving human resources as well as financial and results-based management;

8. *Emphasizes* that UNFPA needs strong political support and continued financial support, as well as increased and predictable core funding, in order to enhance its assistance to countries to fully integrate the agenda of the International Conference on Population and Development into national development strategies and frameworks and achieve the internationally agreed development goals;

9. *Encourages* UNFPA to continue to report on the development and implementation of programmes that seek to provide assistance to adolescents and youth; supports UNFPA in improving policies on adolescents and youth and in ensuring the inclusion of adolescents and youth in policies and programmes, including to avoid their marginalization; and emphasizes the need for UNFPA to further enable the exchange of best practices and effective adolescent and youth policies at regional and global levels;

10. *Further encourages* UNFPA to reinstate the "challenges and lessons learned" sections in the annual reports of the Executive Director, as presented in previous annual reports, and to include information on how UNFPA will measure the efficiencies achieved in areas such as procurement, management costs and other key areas of expenditure.

17 June 2011

2011/26
Report on contributions by Member States and others, and revenue projections for 2011 and future years

The Executive Board

1. *Takes note of* the report on contributions by Member States and others to UNFPA and revenue projections for 2011 and future years (DP/FPA/2011/4);

2. *Commends* the efforts being made by UNFPA to mobilize additional resources and other forms of support, including from the private sector;

3. *Recognizes* that further improvements in the financial and operational management of UNFPA, effective and evidence-based programming and resource allocation, and demonstrating and being held accountable for UNFPA programme outputs, are important in mobilizing funding, and encourages UNFPA to address challenges in these areas with timely and concrete actions;

4. *Emphasizes* that regular resources are the bedrock of UNFPA and are essential to maintaining the multilateral, neutral and universal nature of its work, and encourages UNFPA to further mobilize these resources and to continue to broaden the number of countries that make significant contributions to regular resources, while also continuing to mobilize supplementary resources for its thematic funds and programmes;

5. *Encourages* all Member States to maintain their core contributions and also encourages countries that are in a position to do so to increase their contributions, to make multi-year pledges, and to make their contributions by the first half of the year in order to ensure effective programming;

6. *Also encourages* all programme country governments to expand contributions to programmes in their own countries;

7. *Emphasizes* that UNFPA needs strong political and increased financial support, as well as predictable core funding, in order to enhance its assistance to countries to fully integrate the agenda of the International Conference on Population and Development into national development strategies and frameworks and achieve the internationally agreed development goals, especially Millennium Development Goals 3, 4, 5 and 6.

16 June 2011

2011/27
Interim allocation for the UNFPA biennial budget, 2012-2013

The Executive Board

1. *Decides* to consider the UNFPA biennial budget, 2012-2013, at its first regular session 2012, and encourages the Executive Director of UNFPA to continue to seek efficiencies by exercising budgetary discipline in the elaboration of the

organization's draft biennial budget for 2012-2013, while recognizing the need for adequate resources to implement the strategic plan;

2. *Approves* an interim, one-month budget allocation for January 2012, in the amount of $11.5 million, pending final approval of the UNFPA biennial budget, 2012-2013;

3. *Agrees* that the interim budget allocation will be part of, and not incremental to, the UNFPA biennial budget, 2012-2013.

17 June 2011

2011/28
Least developed countries

The Executive Board

1. *Welcomes* the Istanbul Declaration (A/CONF. 219/L.1) and the Programme of Action for the Least Developed Countries for the Decade 2011-2020 (A/CONF.219/3/Rev.1), hereinafter referred to as the Istanbul Programme of Action, adopted by the Fourth United Nations Conference on the Least Developed Countries, held in Istanbul, Turkey, from 9 to 13 May 2011;

2. *Recalls* the fundamental characteristics of the operational activities of the United Nations, as contained in General Assembly resolution 62/208 of 19 December 2007;

3. *Notes* the strong support given by the United Nations Development Programme, the United Nations Population Fund, the United Nations Office for Project Services and the United Nations Capital Development Fund to the least developed countries;

4. *Stresses* the need for the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services to give special attention to the implementation of the Istanbul Programme of Action;

5. *Invites* the Administrator of the United Nations Development Programme and the Executive Directors of the United Nations Population Fund and United Nations Office for Project Services to integrate the implementation of the Istanbul Programme of Action into their programmes of work, including the programme of work of the United Nations Capital Development Fund, as called for in the Istanbul Programme of Action, paragraph 153;

6. *Invites* the chair of the United Nations Development Group to integrate the implementation of the Istanbul Programme of Action into the workplans of the United Nations Development Group.

17 June 2011

2011/29
Middle-income countries

The Executive Board

1. *Recognizes* the efforts undertaken by UNDP towards achieving the internationally agreed development goals, in particular, the Millennium Developments Goals;

2. *Recalls* all principles supported by UNDP, including the principles of predictability, universality and progressivity, and reaffirms the importance to provide strategic support to all programme countries, including middle-income and least developed countries, upon request of the recipient government, in order to address their specific needs, particularly the resident coordinator/resident representative, country director and deputy resident representative, through the core budget, as appropriate, without prejudice to the upcoming decision on the institutional budget, 2012-2013;

3. *Notes* that national averages based on criteria such as per capita income do not always reflect the actual particularities and development needs of middle-income countries, and recognizes the significant diversity of middle-income countries;[1]

4. *Recognizes* that middle-income countries still face significant challenges in the area of poverty eradication and in achieving the internationally agreed development goals, including the Millennium Development Goals, due to the root causes of poverty;

5. *Reaffirms* that UNDP work should be driven by and fully coordinated with national developmental priorities;

6. *Recognizes* that despite the achievements and efforts of middle-income countries, a significant number of people are still living in poverty and inequalities remain, and, in this regard, requests UNDP to provide the appropriate and strategic support, within its mandate, to national development strategies, on a case-by-case basis, taking into account the significant diversity of middle-income countries and the specific needs of each of those countries;

7. *Recognizes* the importance of South-South and triangular cooperation in supporting development efforts of developing countries;

8. *Acknowledges* the funding commitments made by contributing countries with a view to supporting development efforts;

9. *Recalls* decision 2010/3, and, in this regard, recognizes that UNDP will submit to the Executive Board, for consideration, a second review of the programming arrangements framework at the first regular session 2012, and to include, with the option to implement in 2012, and based on the midterm review, concrete, actionable proposals to improve the operational results of the strategic plan, 2008-2013;

10. *Recalls* decision 2010/1, and requests UNDP to include, in its middle-income strategy, referred to in decision 2010/3 on programming arrangements, an assessment of the appropriate base capacity for country offices in middle-income countries and in net contributor countries.

17 June 2011

2011/30
Overview of decisions adopted by the Executive Board at its annual session 2011

The Executive Board

Recalls that during its annual session 2011, it:

[1] General Assembly resolution 63/223, preambular paragraph 4.

Item 1
Organizational matters

Approved the agenda and workplan for its annual session 2011 (DP/2011/L.2) and its corrigendum (DP/2011/L.2/Corr.1);

Approved the report of the first regular session 2011 (DP/2011/20);

Agreed to the following schedule of future sessions of the Executive Board in 2011:

Second regular session 2011: 6 to 9 September 2011;

Adopted the tentative workplan for the second regular session 2011 of the Executive Board;

Took note of the UNDP request to postpone, from the second regular session 2011 to the first regular session 2012, the second review of the UNDP programming arrangements, 2008-2013.

UNDP segment

Item 2
Annual report of the Administrator

Adopted decision 2011/14 on the midterm review of the UNDP strategic plan;

Took note of the report of UNDP on the recommendations of the Joint Inspection Unit in 2010 (DP/2011/22/Add.1);

Took note of the statistical annex (DP/2011/22/Add.2).

Item 3
Funding commitments to UNDP

Adopted decision 2011/15 on the status of regular funding commitments to UNDP and to its funds and programmes for 2011 and onwards.

Item 4
Evaluation (UNDP)

Adopted decision 2011/16 on the annual report on evaluation.

Item 5
Human Development Report

Adopted decision 2011/17 on the update on the *Human Development Report*.

Item 6
Country programmes and related matters (UNDP)

Adopted decision 2011/18 on the midterm review of the UNDP global programme;

Approved the UNDP results and resources framework of the common country programme document for the United Republic of Tanzania;

Took note of the first one-year extensions of the country programmes for Egypt, Guinea, Haiti, Mauritius, Republic of Moldova, Tunisia and the United Arab Emirates (DP/2011/26, table 1) and (DP/2011/26/Add.1);

Approved the second one-year extension of the country programme for South Africa (DP/2011/26, table 2);

Approved the first two-year extensions of the country programmes for Croatia, Madagascar and Paraguay (DP/2011/26, table 2);

Took note of the draft common country programme document for Albania (DP/FPA/OPS-ICEF/DCCP/2011/ALB/1);

Took note of the draft subregional programme for Barbados and the Organization of Eastern Caribbean States (DP/DSP/CAR/2) and its corrigendum (DP/DSP/CAR/2/Corr.1);

Took note of the following draft country programme documents and the comments made thereon:

Africa
Draft country programme document for Chad (DP/DCP/TCD/2)
Draft country programme document for Ethiopia (DP/DCP/ETH/2)
Draft country programme document for Gabon (DP/DCP/GAB/2)
Draft country programme document for Ghana (DP/DCP/GHA/2)
Draft country programme document for Mauritania (DP/DCP/MRT/2)
Draft country programme document for Sao Tome and Principe (DP/DCP/STP/2)
Draft country programme document for Senegal (DP/DCP/SEN/2)
Draft country programme document for Seychelles (DP/DCP/SYC/2)
Draft country programme document for Zimbabwe (DP/DCP/ZWE/2);

Arab States
Draft country programme document for Bahrain (DP/DCP/BHR/2)
Draft country programme document for Morocco (DP/DCP/MAR/2)
Draft country programme document for Saudi Arabia (DP/DCP/SAU/2);

Asia and the Pacific
Draft country programme document for Bangladesh (DP/DCP/BGD/2)
Draft country programme document for Mongolia (DP/DCP/MNG/2)
Draft country programme document for the Philippines (DP/DCP/PHL/2);

Europe and the Commonwealth of Independent States
Draft country programme document for Kyrgyzstan (DP/DCP/KGZ/2)
Draft country programme document for Montenegro (DP/DCP/MNE/1) and its corrigendum (DP/DCP/MNE/1/Corr.1)
Draft country programme document for Ukraine (DP/DCP/UKR/2);

Latin America and the Caribbean
Draft country programme document for El Salvador (DP/DCP/SLV/2)
Draft country programme document for Honduras (DP/DCP/HND/2)
Draft country programme document for Jamaica (DP/DCP/JAM/2)
Draft country programme document for Trinidad and Tobago (DP/DCP/TTO/2).

Item 7
United Nations Capital Development Fund (UNCDF)

Adopted decision 2011/19 on the report on results achieved by UNCDF in 2010.

Item 8
United Nations Volunteers

Adopted decision 2011/20 on planning for the tenth anniversary of the International Year of Volunteers and the fortieth anniversary of United Nations Volunteers.

UNOPS segment

Item 9
United Nations Office for Project Services

Adopted decision 2011/21 on the annual report of the Executive Director, UNOPS.

UNFPA segment

Item 13
Annual report of the Executive Director, UNFPA

Adopted decision 2011/25 on the report of the Executive Director for 2010: cumulative analysis of progress in implementing the UNFPA strategic plan, 2008-2013.

Item 14
Funding commitments to UNFPA

Adopted decision 2011/26 on the report on contributions by Member States and others, and revenue projections for 2011 and future years.

Item 15
Country programmes and related matters (UNFPA)

Took note of the following draft country programme documents and the comments made thereon:

Africa
Draft country programme document for Ethiopia (DP/FPA/DCP/ETH/7);
Draft country programme document for Gabon (DP/FPA/DCP/GAB/6);
Draft country programme document for Ghana (DP/FPA/DCP/GHA/6);
Draft country programme document for Mauritania (DP/FPA/DCP/MRT/7);
Draft country programme document for Sao Tome and Principe (DP/FPA/DCP/STP/6);
Draft country programme document for Senegal (DP/FPA/DCP/SEN/7);
Draft country programme document for Zimbabwe (DP/FPA/DCP/ZWE/7);

Took note of the one-year extension of the country programme for Guinea (DP/FPA/2011/7, table 1); approved the two-year extension of the country programme for Madagascar (DP/FPA/2011/7, table 3); and approved the second one-year extension of the country programme for South Africa (DP/FPA/2011/7, table 2);

Approved the UNFPA results and resources framework of the common country programme document for the United Republic of Tanzania.

Arab States
Draft country programme document for Morocco (DP/FPA/DCP/MAR/8);

Took note of the one-year extension of the country programme for Tunisia (DP/FPA/2011/8).

Asia and the Pacific
Draft country programme document for Bangladesh (DP/FPA/DCP/BGD/8);
Draft country programme document for the Lao People's Democratic Republic (DP/FPA/DCP/LAO/5);
Draft country programme document for Mongolia (DP/FPA/DCP/MNG/5);
Draft country programme document for the Philippines (DP/FPA/DCP/PHL/7).

Eastern Europe and Central Asia

Draft common country programme document for Albania (DP/FPA/OPS-ICEF-WFP/DCCP/2011/ALB/1);
Draft country programme document for Kyrgyzstan (DP/FPA/DCP/KGZ/3);
Draft country programme document for Ukraine (DP/FPA/DCP/UKR/2);
Took note of the one-year extension of the country programme for the Republic of Moldova (DP/FPA/2011/9) and its corrigendum (DP/FPA/2011/9/Corr.1).

Latin America and the Caribbean

Draft country programme document for El Salvador (DP/FPA/DCP/SLV/7);
Draft multi-country programme document for the English-speaking and Dutch-speaking Caribbean countries (DP/FPA/DCP/CAR/5);
Draft country programme document for Honduras (DP/FPA/DCP/HND/7);
Took note of the one-year extension of the country programme for Haiti (DP/FPA/2011/10, table 1);
Approved the two-year extension of the country programme for Paraguay (DP/FPA/2011/10, table 2).

Item 16
Midterm review of the UNFPA strategic plan

Received an oral update on the midterm review of the UNFPA strategic plan, 2008-2013.

Joint segment

Item 10
Internal audit and oversight (UNDP, UNFPA and UNOPS)

Adopted decision 2011/22 on the reports of UNDP, UNFPA and UNOPS on internal audit and oversight;

Adopted decision 2011/23 on responding to the emerging demand for greater information disclosure of internal audit reports.

Item 11
Reports of the ethics offices of UNDP, UNFPA and UNOPS

Adopted decision 2011/24 on the reports of the ethics offices of UNDP, UNFPA and UNOPS.

Item 12
Field visits

Took note of the following reports:

(a) Report on the joint field visit to the Philippines (DP-FPA/2011/CRP.1) and its corrigendum (DP-FPA/2011/CRP.1/Corr.1);

(b) Report of the UNDP/UNFPA field visit to Panama (DP/2011/CRP.2-DP/FPA/2011/CRP.1);

(c) Report of the UNDP/UNFPA field visit to Uruguay (DP/2011/CRP.3-DP/FPA/2011/CRP.2).

Item 17
Other matters

Adopted decision 2011/27 on the interim allocation for the UNFPA biennial budget, 2012-2013;

Adopted decision 2011/28 on the least developed countries;

Adopted decision 2011/29 on the middle-income countries.

Held the following briefings and consultations:

UNDP

Informal consultation on the UNDP budget estimates for the biennium 2012-2013;

UNFPA

(a) Ceremony for the 2011 United Nations Population Award;

(b) Informal consultation on the on the UNFPA midterm review of the strategic plan;

UNDP/UNFPA/UNOPS

Held joint thematic discussions on:

(a) the role of the organizations in addressing the development needs of middle-income countries;

(b) environment and climate change: three agencies' role at the national level;

(c) issues related to the least developed countries in the context of the Fourth United Nations Conference on the least developed countries.

2011/31
Welcoming the Republic of South Sudan

The Executive Board

1. *Welcomes* the Republic of South Sudan as a new programme country for the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Office for Project Services (UNOPS);

2. *Authorizes* the Administrator of UNDP and the Executive Directors of UNFPA and UNOPS to proceed with programme development in the Republic of South Sudan at the request of the Government and in close cooperation with the Government and other relevant stakeholders, taking into account other development activities being undertaken in the country.

9 September 2011

2011/32
UNDP institutional budget estimates for 2012-2013

The Executive Board

1. *Takes note of* the institutional results, indicators and resource requirements in the budget estimates for the biennium 2012-2013, as contained in document DP/2011/34;

2. *Approves*, with the modifications below, the presentation of activities and associated costs reflected in document DP/2011/34, which are in line with the classifications of activities and associated costs, the results-based budgeting approach and the key budget tables approved in decisions 2010/32 and 2011/10;

3. *Decides*, in line with the Advisory Committee on Administrative and Budgetary Questions (ACABQ) recommendation, to keep under review the investments of additional resources for the implementation of resolution 63/250 and to determine the continued need for these investments in the context of the next UNDP institutional budget, and requests UNDP to provide information at that time;

4. *Encourages* UNDP, in consultation with UNFPA and the United Nations Children's Fund (UNICEF), to further improve the presentation of incomes and expenditures in the integrated budget 2014-2017, especially with regard to revenue from cost recovery and cash and investment portfolios and expenditures made through the use of these revenues;

5. *Approves* gross regular resources in the amount of $931.9 million, representing the institutional budget for 2012-2013;

6. *Recalls* Executive Board decision 2011/22 and takes note of the increased allocation to the investigation function of the Office of Audit and Investigations, while also emphasizing the urgent need to fill vacant positions in this Office;

7. *Endorses* the proposal of the Administrator to grant exceptional authority, during 2012-2013, to access up to an additional $15 million in regular resources for security measures, and decides that UNDP will limit the use of those funds to new and emerging security mandates, as defined in the United Nations Department of Safety and Security directives, and will report to the Executive Board on the use of those funds in its annual review of the financial situation;

8. *Requests* UNDP to update the Executive Board through informal consultations on progress in the implementation and impact of the strategic investments, especially the implementation of the Agenda for Organizational Change;

9. *Requests* UNDP to make, in consultation with UNFPA and UNICEF, an informal presentation on the timetable for the review and analysis of harmonized cost recovery rates at the first regular session 2012, and, keeping in mind Executive Board decision 2010/1, further requests that UNDP, in consultation with UNFPA and UNICEF, explicitly address in the review whether fixed indirect costs should continue to be fully covered by regular resources;

10. *Further requests* that discussion on this matter be based on comprehensive information regarding total income and expenditures, including revenues from cost recovery and from the cash and investment portfolios that UNDP holds, and regarding expenditures made through the use of these revenues;

11. *Notes with concern* the decrease in regular resource contributions in 2010 and stresses that efforts to enhance regular resource contributions should be

intensified, including through enhanced efforts to produce and demonstrate programmatic results.

9 September 2011

2011/33
Revision of the UNDP financial regulations and rules

The Executive Board

1. *Approves* the proposed amended financial regulations contained in DP/2011/36, and *takes note of* the amended financial rules;

2. *Requests* UNDP to keep the Executive Board informed on the implementation of the International Public Sector Accounting Standards (IPSAS) on a regular basis, beginning with the first regular session 2012.

9 September 2011

2011/34
Annual review of the financial situation, 2010

The Executive Board

1. *Takes note* of documents DP/2011/33 and DP/2011/33/Add.1, which contain the annual review of the UNDP financial situation;

2. *Notes* the continuing decrease in regular resource contributions, which are necessary for the organization to fulfil its mandate, to preserve its multilateral, impartial and universal character, and to provide an adequate and secure regular funding base;

3. *Urges* all Member States to support UNDP in its efforts to reach its targets for regular resource contributions, and to commit, as early as possible, to making contributions to UNDP regular resources for 2011 and onwards, if possible through multi-year pledges;

4. *Urges* Member States to recall the importance of funding predictability and of the timeliness of payments, inter alia, to avoid liquidity constraints relating to regular resources.

8 September 2011

2011/35
Assistance to Myanmar

The Executive Board

1. *Takes note of* the present document (DP/2011/38) and of the report submitted by the independent assessment mission to Myanmar, in particular the strategic challenges and recommendations mentioned therein;

2. *Requests* that the Administrator take account of and implement the findings of the independent assessment mission, as appropriate, under the Human Development Initiative;

3. *Endorses* the proposed one-year extension of the Human Development Initiative, phase 4, until 2012;

4. *Authorizes* the Administrator to allocate for the revised period (2008-2012) an estimated $55.9 million from regular (core) resources, and to mobilize other (non-core) resources up to a total of $85 million.

8 September 2011

2011/36
Road map for the implementation of decision 2011/14

The Executive Board

1. *Welcomes* the conference room paper as a living document and the consultations leading up to its preparation;

2. *Takes note of* the "road map" contained therein, including the key milestones and time frames relating to the remainder of the current strategic plan and to the development of the strategic plan 2014-2017;

3. *Requests* the Administrator of UNDP to continue to update and consult with the Executive Board on progress as foreseen in the road map;

4. *Looks forward* to further consultations on the road map as appropriate.

9 September 2011

2011/37
Annual statistical report on the procurement activities of United Nations system organizations, 2010

The Executive Board

1. *Takes note of* the annual statistical report on the procurement activities of the United Nations system of organizations (DP/OPS/2011/4);

2. *Welcomes* the data presentation and analysis contained therein, as well as the relevance of the thematic supplement.

8 September 2011

2011/38
UNOPS budget estimates for the biennium 2012-2013

The Executive Board

1. *Takes note of* the Report of the Advisory Committee on Administrative and Budgetary Questions on the UNOPS budget estimates (DP/OPS/21116);

2. *Approves* the budget estimates and, in particular, the net revenue target, recognizing the one-time accounting effects of transition to the International Public Sector Accounting Standards;

3. *Welcomes* with appreciation the presentation of a comprehensive overview of the operating reserves and provisions as requested by Executive Board decision 2011/21, and encourages UNOPS to pursue its efforts to provide clear and easily understandable reporting in this regard;

4. *Notes with appreciation* that the organization continues setting positive efficiency precedents;

5. *Supports* the proposed upgrade of the position of Executive Director to the Under-Secretary-General level, taking note that the implementation will not lead

to the creation of any additional support positions nor to any other budgetary increase;

6. *Recommends* that the Secretary-General give positive consideration to the proposed upgrade;

7. *Endorses* the refined management results and the associated targeting of resources.

9 September 2011

2011/39
Midterm review of the UNFPA strategic plan, 2008-2013

The Executive Board

1. *Takes note of* the report on the midterm review of the UNFPA strategic plan, 2008-2013 (DP/FPA/2011/11), and welcomes the strategic direction in the report to strengthen UNFPA accountability for results and operational excellence;

2. *Recalls* Executive Board decision 2010/23 and endorses the future directions as contained in the report and the focused set of outcomes and outputs as important steps in achieving the goals of the Programme of Action of the International Conference on Population and Development and the Millennium Development Goals;

3. *Appreciates* the changes made in the revised development and management results frameworks and approves these frameworks, as well as the integrated financial resources framework for 2012-2013 contained in the report;

4. *Requests* UNFPA to reflect the priorities of the sharpened strategic plan in the institutional budget for 2012-2013, including by ensuring adequate human resources, and encourages all countries to assist UNFPA to reach the total figure for regular and other resources for the period 2012-2013, including through multi-year pledges;

5. *Stresses* the importance of regular resources to effectively implement the UNFPA strategic plan and encourages Member States in a position to do so to increase their contributions to the regular resources of UNFPA;

6. *Recognizes* the efforts of UNFPA to enhance programme effectiveness, encourages UNFPA to include all cross-cutting issues in future annual reports, and also encourages UNFPA to further strengthen results-based management, including risk analysis and mitigation, as well as reporting;

7. *Requests* UNFPA to submit the cumulative report on the UNFPA strategic plan, 2008-2013, at the annual session 2013, and to submit the new strategic plan at the second regular session 2013.

9 September 2011

2011/40
UNDP and UNFPA draft country programme documents for the Republic of South Sudan

The Executive Board

Recalling its decisions 2001/11 and 2006/36 on the country programme approval process,

1. *Notes* the request of the Republic of South Sudan to present, on an exceptional basis, the UNDP and UNFPA draft country programme documents to the Executive Board at its first regular session 2012;

2. *Decides* that the UNDP and UNFPA draft country programme documents for South Sudan will be discussed at an informal consultation of the Executive Board, which will take place prior to the first regular session 2012;

3. *Decides* to approve, on an exceptional basis, the final UNDP and UNFPA country programme documents for South Sudan at the first regular session 2012.

8 September 2011

2011/41
Report on the implementation of the decisions and recommendations of the Programme Coordinating Board of UNAIDS

The Executive Board

1. *Takes note of* the joint UNDP/UNFPA report on the implementation of the decisions and recommendations of the Programme Coordinating Board of UNAIDS (DP/2011/40-DP/FPA/2011/12);

2. *Requests* UNDP and UNFPA to ensure, where and as appropriate, that the relevant aspects of their strategic plans and results frameworks for 2014-2017 are consistent with the relevant UNAIDS strategies and frameworks;

3. *Requests* UNFPA, until the adoption of the next strategic plan, to integrate, where and as appropriate, the objectives and deliverables outlined in the relevant strategies of UNAIDS and the UNAIDS Unified Budget, Results and Accountability Framework, into the update of the UNFPA strategic guidance on HIV and the relevant strategies and policies;

4. *Requests* UNDP, until the adoption of the next strategic plan, to update its current corporate strategy on AIDS to reflect, where and as appropriate, the relevant strategies of UNAIDS and to seek opportunities to integrate the UNAIDS Unified Budget, Results and Accountability Framework into the relevant strategies and policies related to results.

9 September 2011

2011/42
Overview of decisions adopted by the Executive Board of UNDP/UNFPA at its second regular session 2011

The Executive Board

Recalls that during its second regular session 2011, it:

Item 1
Organizational matters

Adopted decision 2011/31 welcoming the Republic of South Sudan;

Approved the agenda and workplan for the second regular session 2011 (DP/2011/L.3);

Approved the report of the annual session 2011 (DP/2011/31);

Agreed to the following schedule of sessions of the Executive Board in 2012:

Election of the 2012 Bureau: 9 January 2012

First regular session 2012: 30 January to 2 February 2012

Joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP: 3 and 6 February 2012

Annual session 2012: 18 to 29 June 2012 (Geneva)

Second regular session 2012: 4 to 7 September 2012

Reviewed the tentative workplan for the first regular session 2012 and the draft annual workplan for 2012 (DP/2011/CRP.4).

UNDP segment

Item 2
Financial, budgetary and administrative matters

Adopted decision 2011/32 on the UNDP institutional budget estimates for 2012-2013;

Adopted decision 2011/33 on the revision of the UNDP financial regulations and rules;

Adopted decision 2011/34 on the annual review of the financial situation, 2010.

Item 3
Country programmes and related matters

Adopted decision 2011/40 on the UNDP and UNFPA draft country programme documents for the Republic of South Sudan;

Adopted decision 2011/35 on assistance to Myanmar;

Approved the following final country programme documents on a no-objection basis, without presentation or discussion, in accordance with decision 2006/36:

Africa: Chad, Ethiopia, Gabon, Ghana, Mauritania, Sao Tome and Principe, Senegal, Seychelles and Zimbabwe

Arab States: Bahrain, Morocco and Saudi Arabia

Asia and the Pacific: Bangladesh, Mongolia and the Philippines

Europe and the Commonwealth of Independent States: Albania (common country programme), Kyrgyzstan, Montenegro and Ukraine

Latin America and the Caribbean region: Barbados and the Organisation of Eastern Caribbean States, Jamaica, Trinidad and Tobago, El Salvador and Honduras

Took note of the first one-year extensions of the country programmes for Eritrea and the Syrian Arab Republic;

Took note of the two-year extension of the Fourth Cooperation Framework for South-South Cooperation;

Took note of the following draft country programme documents and organization-specific annexes of the draft common country programme documents, and the comments made thereon:

Africa
Draft common country programme document for Cape Verde (DP/FPA/OPS-ICEF/DCCP/CPV/1)
Draft country programme document for the Central African Republic (DP/DCP/CAF/3)
Draft country programme for the Gambia (DP/DCP/GMB/2)
Draft country programme for Malawi (DP/DCP/MWI/2)
Draft country programme for Mozambique (DP/DCP/MOZ/2)

Arab States
Draft country programme document for Algeria (DP/DCP/DZA/2)
Draft country programme document for Yemen (DP/DCP/YEM/2)

Asia and the Pacific
Draft country programme document for the Islamic Republic of Iran (DP/DCP/IRN/2)
Draft country programme document for the Lao People's Democratic Republic (DP/DCP/LAO/2)
Draft common country programme document for Papua New Guinea (DP/FPA/OPS-ICEF/DCCP/PNG/1)
Draft country programme document for Thailand (DP/DCP/THA/2)
Draft common country programme document for Viet Nam (DP/FPA/OPS-ICEF/DCCP/VNM/1)

Latin America and the Caribbean
Draft country programme document for Brazil (DP/DCP/BRA/2)
Draft country programme document for the Dominican Republic (DP/DCP/DOM/2)
Draft country programme document for Guyana (DP/DCP/GUY/2)
Draft country programme document for Panama (DP/DCP/PAN/2)
Draft country programme document for Peru (DP/DCP/PER/2)
Draft country programme document for Suriname (DP/DCP/SUR/2)

Item 8
Annual report of the Administrator

Adopted decision 2011/36 on the road map for the implementation of decision 2011/14.

UNOPS segment

Item 4
United Nations Office for Project Services

Adopted decision 2011/37 on the annual statistical report on the procurement activities of United Nations system organizations, 2010;

Adopted decision 2011/38 on UNOPS budget estimates for the biennium 2012-2013.

Joint segment

Item 2B
Financial, budgetary and administrative matters

Took note of the joint UNDP, UNFPA and UNICEF preliminary briefing note on progress regarding an integrated budget.

Item 5
Follow-up to the meeting of the UNAIDS Programme Coordinating Board

Adopted decision 2011/41 on follow-up to the meeting of the UNAIDS Programme Coordinating Board.

Item 9
Internal audit and oversight

Took note of the information note on the proposal for the remote viewing of internal audit reports.

UNFPA segment

Item 6
Report of the Executive Director, UNFPA

Adopted decision 2011/39 on the midterm review of the UNFPA strategic plan, 2008-2013.

Item 7
Country programmes and related matters

Adopted decision 2011/40 on the UNDP and UNFPA draft country programme documents for South Sudan.

Took note of the one-year country programme extensions for Egypt (DP/FPA/2011/13), Eritrea (DP/FPA/2011/14) and the Syrian Arab Republic (DP/FPA/2011/13).

Took note of the following draft country programme documents and organization-specific annexes of the draft common country programme documents, and the comments made thereon:

Africa
Draft common country programme document for Cape Verde (DP/FPA/OPS-ICEF/DCCP/CPV/1)
Draft country programme document for the Central African Republic (DP/FPA/DCP/CAF/7)
Draft country programme document for Chad (DP/FPA/DCP/TCD/6)
Draft country programme document for the Gambia (DP/FPA/DCP/GMB/7)
Draft country programme document for Malawi (DP/FPA/DCP/MWI/7)
Draft country programme document for Mozambique (DP/FPA/DCP/MOZ/8)

Arab States
Draft country programme document for Algeria (DP/FPA/DCP/DZA/5)
Draft country programme document for Yemen (DP/FPA/DCP/YEM/5)

Asia and the Pacific
Draft country programme document for Iran (Islamic Republic of) (DP/FPA/DCP/IRN/5)
Draft country programme document for Myanmar (DP/FPA/DCP/MMR/3)
Draft common country programme document for Papua New Guinea (DP/FPA/OPS-ICEF/DCCP/PNG/1)
Draft country programme document for Thailand (DP/FPA/DCP/THA/10)
Draft common country programme document for Viet Nam (DP/FPA/OPS-ICEF/DCCP/VNM/1)

Latin America and the Caribbean
Draft country programme document for Brazil (DP/FPA/DCP/BRA/5)
Draft country programme document for the Dominican Republic (DP/FPA/DCP/DOM/5)
Draft country programme document for Panama (DP/FPA/DCP/PAN/2)
Draft country programme document for Peru (DP/FPA/DCP/PER/8).

Approved the following country programmes on a no-objection basis, without presentation or discussion, in accordance with decision 2006/36:

Africa: Ethiopia, Gabon, Ghana, Mauritania, Sao Tome and Principe, Senegal and Zimbabwe

Arab States: Morocco

Asia and the Pacific: Bangladesh, Lao People's Democratic Republic, Mongolia and the Philippines

Eastern Europe and Central Asia: Albania (common country programme document), Kyrgyzstan and Ukraine

Latin America and the Caribbean: El Salvador, English-speaking and Dutch-speaking Caribbean countries, and Honduras

Held the following informal briefings, consultations and special events:

UNDP

(a) UNDP programming arrangements;

(b) Draft mock-up of the 2012 Annual Report of the Administrator, including proposed outcomes, outcome indicators and report structure;

(c) UNDP preparation for Rio+20;

UNFPA

(a) Towards Rio+20: population dynamics and sustainable development;

(b) Joint ministerial/Executive Board working luncheon on reproductive health commodity security;

UNDP and UNFPA

Joint thematic debate on youth;

UNDP, UNFPA and UNOPS

Thematic discussion on the transition from emergency to recovery and development, with a special focus on South Sudan.

TENTATIVE WORKPLAN
EXECUTIVE BOARD OF UNDP, UNFPA and UNOPS
FIRST REGULAR SESSION 2012
(30 January to 2 February 2012, New York)

Day/Date	*Time*	*Item*	*Subject*
Monday, 9 January	TBD		Election of the Bureau of the Board for 2012
Monday, 30 January	10 a.m. - 1 p.m.	1	ORGANIZATIONAL MATTERS • Adoption of the agenda and workplan for the session • Adoption of the report of the second regular session 2011 • Adoption of the annual workplan 2012 of the Executive Board **UNFPA SEGMENT** STATEMENT BY THE EXECUTIVE DIRECTOR
		6	FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS • Institutional budget estimates for 2012-2013 • Report of the ACABQ on the institutional budget estimates for 2012-2013 • Revision of the UNFPA financial regulations and rules • Report of the ACABQ on the revision of the UNFPA financial regulations and rules
	3 - 5 p.m	6	FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS (cont'd)
		7	INTERNAL AUDIT AND OVERSIGHT • Outline of the plan of action to address the recommendations in the report on internal audit and oversight activities in 2010 (decision 2011/22)
		8	COUNTRY PROGRAMMES AND RELATED MATTERS • Draft country programme document for the Republic of South Sudan (decision 2011/xx) • Approval of country programme documents
	5:30 - 6 p.m.		*Informal consultations on draft decisions*
Tuesday, 31 January	10 a.m.- 1 p.m.		**UNDP SEGMENT** STATEMENT BY THE ADMINISTRATOR
		2	PROGRAMMING ARRANGEMENTS • Review of programming arrangements, 2008-2013
	3 - 5 p.m.	4	GENDER IN UNDP • Oral report of the Administrator on the implementation of the UNDP gender equality strategy and action plan (decisions 2009/6 and 2010/4)
		5	COUNTRY PROGRAMMES AND RELATED MATTERS • Draft country programme document for the Republic of South Sudan (decision 2011/xx) • Approval of country programme documents
	5:30 - 6 p.m.		*Informal consultations on draft decisions*
Wednesday, 1 February	10 a.m. - 12 p.m.		**UNOPS SEGMENT** STATEMENT BY THE EXECUTIVE DIRECTOR

Day/Date	*Time*	*Item*	*Subject*
		9	• Revision of the UNOPS Financial Regulations and Rules • Report of the ACABQ on the revision of the UNOPS Financial Regulations and Rules
	12 – 1 p.m.		*Informal consultations on draft decisions*
	3 - 5 p.m.	3	EVALUATION • Evaluation of the contribution of UNDP to development results through partnership with global funds and philanthropic foundations and management response
	5 – 6 p.m.		*Informal consultations on draft decisions*
Thursday, 2 February	10 a.m. - 1 p.m.		**JOINT SEGMENT**
		10	RECOMMENDATIONS OF THE BOARD OF AUDITORS • Reports of UNDP, UNFPA and UNOPS on the status of implementation of the recommendations of the Board of Auditors for the biennium 2008-2009
		11	REPORT TO THE ECONOMIC AND SOCIAL COUNCIL • Report of the Administrator of UNDP and of the Executive Directors of UNFPA and UNOPS to the Economic and Social Council
	3 - 6 p.m.	12	OTHER MATTERS • Adoption of pending decisions
		1	ORGANIZATIONAL MATTERS • Adoption of the tentative workplan for the annual session 2012
Friday, 3 February; Monday, 6 February			JOINT MEETING OF THE EXECUTIVE BOARDS OF UNDP, UNFPA and UNOPS, UNICEF, UN-WOMEN AND WFP